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SELECTED CHARACTERISTICS OF VOLUNTEER SPORT ADMINISTRATORS

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By

Trevor Slack

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH

IN PARTIAL FULFILLMENT FOR THE DEGREE OF MASTER OF ARTS

DEPARTMENT OF PHYSICAL EDUCATION

EDMONTON, ALBERTA

FALL, 1979

THE UNIVERSITY OF ALBERTA

FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research, for acceptance, a thesis entitled SELECTED CHARACTERISTICS OF VOLUNTEER SPORT ADMINISTRATORS submitted by Trevor Slack, in partial fulfillment of the requirements for the degree of Master of Arts.

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Robert G. Glassford
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Date October 2, 1979.

DEDICATION

This thesis is dedicated to the sport volunteer who through his/her efforts has made many people's lives, including my own, a more enjoyable and fulfilling experience.

ABSTRACT

The purpose of this study was to investigate selected characteristics of volunteer sport administrators serving on the executive of the provincial sport governing associations in Alberta. Four major areas were identified as being necessary for study. These were:

i) information on the sport administrators' biographic and demographic characteristics;

ii) information on the sport administrators' involvement in the sport in which he/she is a member of the provincial executive;

iii) information on the sport administrators' involvement in executive positions with other sport associations; and

iv) information on the sport administrators' involvement in non-sport related voluntary associations.

A questionnaire was mailed to 238 volunteer administrators of provincial sport governing associations in Alberta, 165 (69%) of the questionnaires were returned and were used in the study.

The analysis of the data revealed that volunteer administrators in sport associations had similar characteristics to volunteers who were working in non-sport related situations. More males than females were involved as administrators and they came predominantly from the middle and upper age brackets. The majority of administrators were married and from the upper socioeconomic levels. A large percentage of the administrators exhibited upwardly intergenerational mobility in terms of occupation. A large number had their ethnic backgrounds in the British Isles, lived in one of the major cities in the province,

and showed stability in their place of residence.

The average length of time for administrators to be involved in their sport was 15.5 years, however a large percentage had spent 6 years or less with their provincial association. Fifty-five percent of administrators had held executive positions prior to their current one, those in the senior executive positions having held the most positions. Administration and coaching in their sport consumed most of the administrators' time. A large number of administrators had been players, coaches or officials when they were first recruited into an executive position. Playing was the most frequently cited area with over half the administrators having played at the provincial level or above. In addition to their involvement with their provincial sport administration, a large number of administrators were still active as players, coaches and officials. Most administrators had some member of their family involved in their sport.

Nearly 40% of the sport administrators held one or more executive positions in other sport or multi-sport associations, the majority of these being at the local level. The amount of time which administrators devoted to these sport associations was less than they spent on the sport in which they are a member of the provincial executive.

Approximately half of the sport administrators held memberships in non-sport related voluntary associations and 26% also held executive positions in these associations. The majority of these associations were at the local level. Presidents and vice-presidents held the largest number of memberships and executive positions. The amount of

time which administrators spent on these associations was not as much as they spent on their sport associations.

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CHAPTER I

INTRODUCTION

Sociologists and investigators from related disciplines have frequently reported on the growing number of voluntary associations in North America and the fact that these voluntary associations are an important foundation of our democratic society. Schindler-Rainman and Lippitt suggest:

> A democratic social system - nation, state, community, organization or group - must depend to a high degree on the volunteered time and energy of its members for its maintenance, stability, growth and development (1977:5).

Authors such as deTocqueville (1945), Axelrod (1956) and Hausenknecht (1962) have noted that North Americans are ardent joiners of voluntary associations and societies. Indeed it would be hard for Canadians and Americans to visualize a functioning society if all the volunteers were removed from it. Without the volunteer we would inevitably see the demise of the multitude of service programs upon this continent. The many funding associations which solicit for charitable causes would cease to exist. Clubs and groups designed to foster expressive activities and to provide a unifying point for those of common interest would be no more. Public agencies would become increasingly bureaucratic, private agencies would disappear and as Lindeman (1952:1)

suggests when this happens "democracy will have committed suicide." It would seem feasible then in light of the aforementioned to suggest that the phenomena of volunteers and voluntary associations by their number and variety of purposes are essential elements of our society.

Another phenomenon which is "interwoven within the fabric of our society is a culturally accepted and endorsed activity called 'sport' " (Mitchelson, 1977:2). Many writers, including Luschen (1976), Daniels (1969), Edwards (1976), Snyder and Spreitzer (1976), Petrie (1975), and McPherson (1975), have related how sport is an integral part of one or more aspects of the socio-cultural system in which it exists.

Over the period of the last one hundred years, sport has grown rapidly from a local or regional activity to one which receives world-wide attention. It is no longer an entity which can exist in isolation from other spheres of human life. The interdependence of sport and activities such as science, politics, economics and culture has an effect on the lives of many individuals as well as society itself. Social values, beliefs and ideologies are transmitted through the medium of sport. Boyle (1963) has suggested that included in these concepts are such elements as social stratification, racial attitudes, fashions, language and ethical values. Edwards (1976:21) has written that an attack against sport in a particular society is often seen "as an attack on the fundamental way of life of that society as manifest in the value orientations it emphasizes through sport."

It may be seen then that both phenomena, sport and volunteerism, are essential features of our society as it presently exists. It has also been suggested by Mitchelson (1977:2) "that nowhere in our

society is the volunteer utilized in a more significant or all-encompassing role than the volunteer coach, official or administrator in amateur sport. "

The structure of amateur sport in Canada involves the volunteer in both the processes of policy making and of implementing that same policy. As former Minister of State for Fitness and Amateur Sport, Iona Campagnolo has stressed in her recent papers Toward a National Policy on Fitness and Recreation (1979:5) and Partners in the Pursuit of Excellence (1979:5), the volunteer is indispensable to the nature of amateur sport.

In social science and related disciplines researchers have paid considerable attention to the study of organizations. One of the reasons suggested for this attention is the fact that organizations and associations play an important role in today's society.

Etzioni has noted:

> We are born in organizations, educated in organizations, and most of us spend much of our lives working in organizations. We spend much of our leisure time paying, playing and praying in organizations. Most of us will die in an organization, and when the time comes for burial, the largest organization of all - the state - must grant official permission (1964:1).

Although there is a proliferation of research on organizations this work has been restricted to the study of formal organizations of the bureaucratic type. Voluntary organizations have singularly been neglected. In spite of this, however, their numbers continue to grow. Sport associations as a branch of voluntary organizations

have been almost totally neglected by researchers. Why then does this lack of research with respect to the study of the sport volunteer and the volunteer sport association exist?

Mitchelson (1979), in an effort to provide a framework for enquiry into sport volunteers and volunteer sport associations, developed an operational model. This model attempts to demonstrate how an individual who is a volunteer in a sport or physical education association interacts with that association, (the association is termed the "organizational unit" in the Mitchelson model). The model also highlights the various agencies which influence the individual and the organizational unit consequently affecting their social behavior. Since the purpose of this study was to provide information on those people who are volunteer administrators in the field of amateur sport, it was felt a brief explanation of the model, and the contribution of this study to the model, would be relevant.

The Model

Research into the volunteer sport association and its membership should concern itself with the many facets of the two entities, as well as their interactions with each other and their individual or collective interactions with other social systems. To provide a framework for the study of these many areas of concern and their interactions, Mitchelson (1979) developed an operational model. This model was given the title "A Model for Organizational Development and Maintenance of Sport and Physical Education Groups" (Mitchelson:1979).

Getzels, Lipham and Campbell (1968:xvi) have noted that all theoretical models have limitations and are not totally encompassing

of the many aspects of those phenomena which they seek to clarify. Also acknowledged is the fact that some components of the model will remain awaiting explanation.

However, as Getzels, et al. point out in reference to their model:

> One of the uses of theory is what may be called the prophetic function: it points to dimensions for inquiry beyond its immediate concerns. A conceptual framework serves not only to codify the observations made in the specific categories it provides, but to call attention to categories of events that have been omitted and observations that still need to be made. It thus helps to order what is already known and leads us to inquire into what is yet to be known (1968:xvi).

It was felt that the Model for Organizational Development and Maintenance of Sport and Physical Education groups could do as Getzels, et al. suggest in that:

i) it would help to order and clarify relationships about what had already been researched;

ii) it would help identify some of the areas that have been omitted from prior considerations; and

iii) it would open up new fields of inquiry and lead to areas of research that had not previously been considered.

In addition to these three aspects of the model, other areas for development were identified. Research findings relating to component parts of the model and their interaction with each would form a basis from which to help amateur sport in a more pragmatic manner. While certain inadequacies may be assessed on an intuitive basis, the

generation of knowledge about sport volunteers and volunteer sport associations would bring to light their strengths and weaknesses. If researchers can provide techniques by which the strengths of an individual or association can be maintained or improved and the weaknesses in the two entities can be removed, then amateur sport will benefit. The information provided through investigation into various parts of the model would allow researchers to take an evaluative or prescriptive role in relation to a number of areas of concern which affect the volunteer sport association.

The basis on which the development of the Model for the Organizational Development and Maintenance of Sport and Physical Education Groups was undertaken was the Getzels, Lipham and Campbell model of the major dimensions of social behavior, as shown in Figure 1 below.

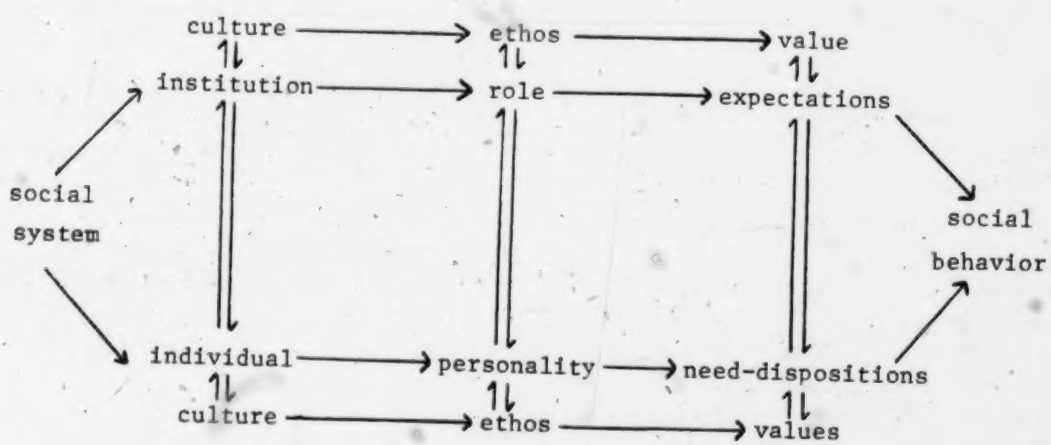

Figure 1. Model for Educational Administration - Major Dimensions of Social Behavior (Getzels, Lipham and Campbell 1968:106).

The Model for the Organizational Development and Maintenance of Sport and Physical Education Groups consists of four component parts. The two principal parts of the model are the organizational unit (i.e. the sport and physical education group or association) and the individuals who comprise that organizational unit. The two other components which make up the model are termed the role expectations of the organizational unit and the personality need-dispositions of the individual in the organizational unit.

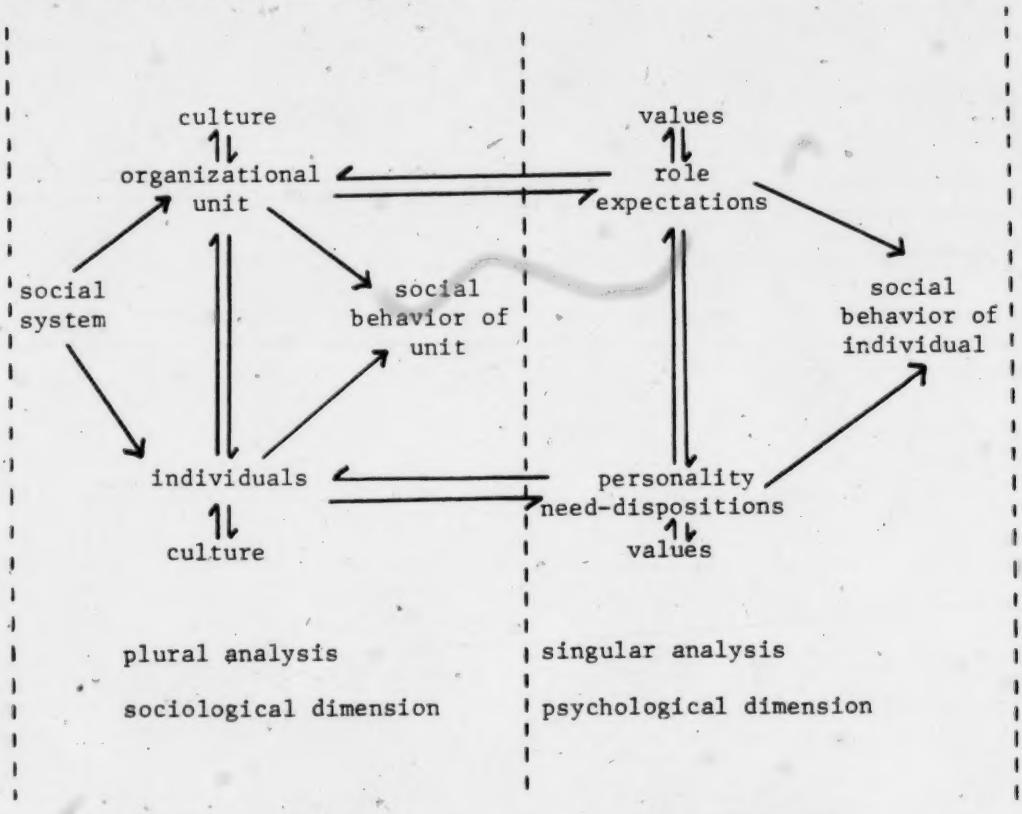

Figure 2. Model for Organizational Development and Maintenance of Sport and Physical Education Groups (Mitchelson, 1979).

The processes which occur as a result of the interactions of components of the model are seen as social processes and the context of these interactions is the social system. Getzels, Lipham and Campbell (1968:56) suggest that the social system involves two classes of phenomena. In Mitchelson's model the first of these is made up of the organizational unit and the individuals within that unit. These two components are seen as existing in the sociological dimension or at the plural level of analysis. The second consists of the role expectations and personality need-dispositions and these are seen as existing in the psychological dimension or at the singular level of analysis.

At the plural level of analysis the components "organizational unit" and "individuals" function interdependently but their actions are influenced by the cultural environment in which they exist. The resulting interaction between the two components provides what we may term the social behavior of the organizational unit. For example, a sports group operating in a highly technological environment would react differently by exhibiting a different social behavior to a similar group operating in a more primitive environment.

At the singular level of analysis the resultant of the interactions of the role expectations of the organizational unit (association) and the need-disposition of the individual is shown by the type of social behavior that the individual exhibits. However, as the social behavior of the organizational unit is affected by the cultural environment in which it exists so too is the social behavior of the individual affected by the values which he and the organizational unit (association)

hold.

As it has previously been stated one of the purposes for a theoretical model is to identify areas for study. The model, which Mitchelson developed, has been presented and the interactions between its component parts have been highlighted. The specific conceptual derivations and the empirical applications of the model are now considered.

From the model it is possible for us to identify several potential areas for study. The first area we identify is that of sources and types of conflict within the social system. Conflict may occur between cultural values and organization (association) expectations, for example, parents of children who participate in a sport may expect values of honesty, fair play and equal involvement whereas the organization (association) may endorse a win-at-all costs attitude or a type of philosophy which only allows the best players to participate. Another area where conflict may occur is between role expectations and personal needs, for example, if the role expectations of an executive member's job do not conform to his own personal needs, conflict may occur between the organization (association) and the individual. By examining the model it is possible to identify several other areas of potential conflict. Each one of these provides us with a possible area which requires further investigation.

The second area for potential study is that of the effectiveness of the individual and the organization. This effectiveness is usually measured in terms of how well the individual or the association fits the roles which they are ascribed. The comparison between performance and

ascribed role may be evaluated in a summative manner by comparing output with input or it may be evaluated in a formative manner, i.e. an ongoing evaluation may be operationalized by research of the case study approach. Allied with the study of effectiveness is the concept of satisfaction, i.e. how satisfied is the volunteer in his/her particular capacity with the organization.

Getzels, Lipham and Campbell (1968:131) noted that the individual (volunteer) should show a high degree of satisfaction when his/her needs were congruent with the role expectations of the organizational unit. They also suggested that when the needs of the individual and the goals of the system were congruent there was a feeling of "identification" with the system. Likewise when the role expectations and goals of the system were congruent there was a feeling of "rationality". If the goals of the system as exhibited by the social behavior of the unit were not congruent with role expectations and needs and if needs and role expectations differed, then the "morale" of the organization (association) suffered and consequently it became difficult to maintain effectiveness for any length of time. (See Figure 3).

The third area of potential study emanating from the model deals with comparisons between subgroups within sports, for example, between executive and membership, between coaches and participants. Also comparisons may be made between groups and subgroups within sport and those not within sport, for example, volunteer sport administrators and volunteers in administrative positions with groups other than sport. It has been previously stated that there is a dearth of any type of research on the volunteer in amateur sport. Many aspects of volunteerism,

as it relates to amateur sport, need to be researched in order for us to fully understand the phenomena.

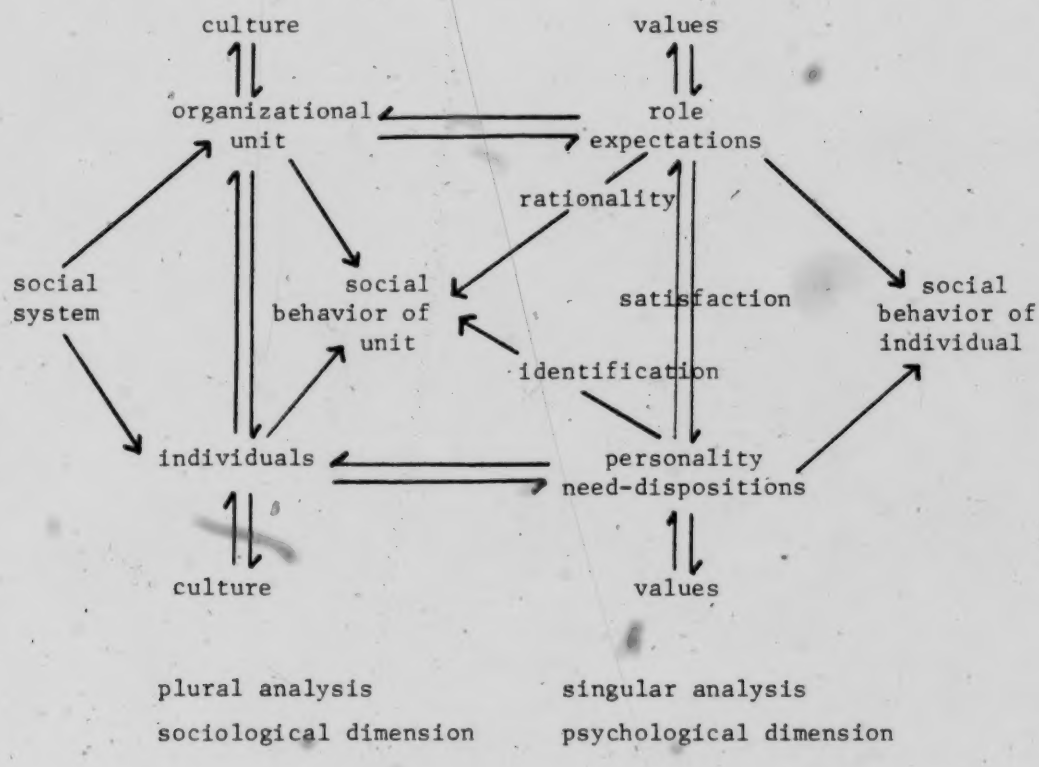

Figure 3. Model for Organizational Development and Maintenance of Sport and Physical Education Groups showing rationality, identification and satisfaction (Mitchelson, 1979).

It is with this type of research that this study is concerned. Before comparisons can be made between the subgroups within sport and between sport subgroups and other similar populations, it is essential that we fully understand the nature of these sport

subgroups. This study was concerned with investigating the characteristics of those individuals who constitute one of these subgroups, the volunteer sport administrators. Only when we have all the facts concerning the many subgroups which comprise that which we call sport will we be able to fully explain the phenomenon and provide effective guidance for a pragmatic approach to self-improvement.

As John Dewey has stated:

> Facts which are . . . interrelated form a system, a science. The practitioner who knows the system . . . is evidently in possession of a powerful instrument for observing and interpreting what goes on before him (1929:20-21).

The Problem

The problem with which this study was concerned related to one of the subgroups within amateur sport - the administrators of the sport governing bodies at the provincial level. It has been stated that there is a distinct shortage of research on the volunteer in sport. It has also been reasoned that in order to totally understand, and consequently to be able to offer aid to amateur sport, we need to provide basic information about those involved. This study deals specifically with volunteers who held executive status in their association at the provincial level since these people were considered to be those who had prime responsibility for the sport's operations within the province. Four major areas were identified as being necessary for study. These were:

i) information on the sport administrators' biographic and

demographic characteristics;

ii) information on the sport administrators' involvement in the sport in which he/she is a member of the provincial executive;

iii) information on the sport administrators' involvement in executive positions with other sport associations; and

iv) information on the sport administrators' involvement in non-sport related voluntary associations.

Justification of the Study

It has been suggested that there is a lack of empirical knowledge about the sport volunteer and the volunteer sport association. Mitchelson's Model for Organizational Development and Maintenance of Sport and Physical Education Groups has attempted to provide a framework for the analysis of the interactions of the individual and the organizational unit (association). This study will attempt to provide information on one of the fundamental units of the model, the individual volunteer who administers the affairs of the organizational unit (association). These individuals who are elected or appointed to their positions, often singularly or in consultation with a limited number of the membership make most, if not all, decisions pertaining to the association. In light of this factor and its consequent importance to amateur sport, it is imperative that we understand what type of people these administrators are.

Limitations of the Study

The study was limited:

i) to the extent that the respondents were knowledgable and willing to be truthful in their responses since certain questions required respondents to remember past events and to provide information that may be considered personal;

ii) by the efficiency of the instrument used to collect data from the respondents, since the instrument was developed specifically for the purpose of this study and it relied heavily on face validity; and

iii) by how representative the sample was of all volunteer sport administrators.

Delimitations of the Study

The study was delimited by the fact that the questionnaire was distributed to the volunteer sport administrators of the sport governing bodies recognized by the Sports and Fitness Section of the Alberta Government Department of Recreation and Parks.

CHAPTER II

REVIEW OF LITERATURE

The purpose of this study was to investigate selected characteristics of the volunteer sport administrators of the sport governing bodies within the Province of Alberta. The problem necessitated a review of literature on volunteers in sport and volunteer sport associations. Since the literature which dealt with these subjects was limited, a review of the pertinent material on voluntary associations and volunteers, in other contexts, was conducted. It was felt that this information was relevant for several reasons. Firstly, it provided a basis from which the research instrument could be developed. Secondly, it highlighted research that had been carried out on volunteers in areas other than sport and thirdly, it provided relevant information with which the findings of this study could be compared.

Volunteer Associations in History

The information available on the history of voluntary associations is limited in quantity and the majority of it is American in origin. It was felt, however, that a summary of the role of American voluntary associations in history would be equally applicable and relevant to the Canadian situation.

Curtis, in a cross national study on membership enrollment of

voluntary associations, has suggested a similarity in Canadian and American social structure, i.e.

> a very close similarity in the extent of association memberships and multiple affiliations for various subgroups (1971:877).

A number of historians have noted in their literature the important role played by voluntary associations in the development of today's democratic society. The size and diversity of voluntary groups has provided a means by which every individual may become involved in the political and social process. Voluntary associations have become an integral part of our cultural heritage.

The concept of volunteerism in North America has been present for many years. It started as an informal response on the behalf of individuals who gave their time and effort to help those with unmet human needs. Early voluntary associations were formed for a variety of reasons: because of inadequate government services, the desire of religious groups to help others within the framework of the church and the desire of others to provide help to certain segments of the population (Segal, 1970:20-21).

As early as 1835 deTocqueville wrote of the large number and diversity of associations to be found in America. He noted that "Americans of all ages, all conditions and all dispositions constantly form associations" (1945(1835):106). Also, he suggested that in a democratic country if the people did not voluntarily form associations their independence and their civilization would be in great danger. In their book <u>The Rise of American Civilization</u>,

historians Charles and Mary Beard (1927:730) suggested that paralleling an increase in technology in the first quarter of the 20th Century, there was an increase in the number of associations formed. They agreed with deTocqueville that this ardor for associations was partially due to the fact that in a democracy

> the individual without special titles, riches, distinctions or gifts feels an oppressive sense of weakness alone in a vast majority of general averages; and thus bewildered he seeks strength and confidence in an affiliation with kindred spirits (Beard and Beard, 1927:732).

They noted, however, that "the leveling modes of democracy" were "intensified by the technology of standardization in mass production and distribution" (1927:732) and this accounted for a large number of the many associations in America. Wirth (1938:21-24) and Schlesinger (1964:21-22) also believed that the increase in technology along with developments such as increased urbanization, improved communications and the greater availability of leisure time all contributed to the growth of voluntary associations. Bryce when discussing the importance of organs of public opinion in the growth of America wrote

> Associations are created, extended and worked in the United States more quickly and effectively than in any other country . . . . Such associations have great importance in the development of opinion, for they arouse attention, excite discussion, formulate principles, submit plans, embolden and stimulate their members . . . . (1927:281-282).

Oscar and Mary Handlin (1961:110-112) discussing the early part of the 20th Century noted with speculation that the endeavors of voluntary

associations often entailed waste, inefficiency and the duplication of effort. They did, however, see the good points of voluntary associations and concluded that these far outweighed the negative aspects.

The sociologist, Rose (1974:50), felt that voluntary associations played a major role in developing the democratic nature of American life. He cited as their major function: preventing a concentration and centralization of power, helping individuals understand how the political processes operate, and providing a means for social change.

Bell and Force (1956) and Babchuk and Booth (1969) have contributed studies that support the view that a large number of Americans hold memberships in voluntary associations, and these associations play a vital societal role. Bell and Force (1969:27) in four different communities found over 75 percent of men affiliated in at least one voluntary association. They also noted that only a small percentage of these are inactive affiliations. Babchuk and Booth (1969:34) in a longitudinal analysis of voluntary association membership found over 80 percent of their sample to belong to one or more voluntary associations. They also stressed the importance of these associations to society and suggested they provided a setting

> in which to engage in expressive activities, function as vehicles to implement special personal interests, and may provide affectual support for the individual. They are important agencies supporting the normative order (though some groups are organized to change the order), help to distribute power at the grass roots level, function as service centers, and reinforce important values (Babchuk and Booth, 1969:31).

Stenzel and Feeney (1976:2) in their discussion of the volunteers' role believed that by giving of themselves and their time, volunteers are the basis of a democratic society. Naylor contrasted the difference between work done by paid staff and by volunteers and stated that often the difference between the two was quite small "but the imponderable gift of service is an essential part of American culture" (1973:19).

Characteristics of Voluntary Associations

Researchers in sociology and organizational theory have drawn attention to a number of the characteristics possessed by voluntary associations. These characteristics are outlined in the following paragraphs.

All who have attempted to define voluntary association characteristics have seen some degree of organization within the group. This is manifested by such things as election of officers, regular meetings, etc. Rose (1967:214) felt that "distinct features of formal leadership . . . rules for operating, place and time of meeting and so on", were constituent characteristics of voluntary associations. Bell and Force (1956:26), Warner and Miller (1964:655), and Zimmer and Hawley (1959:198) all identified the fact that voluntary associations possessed elected officers as being one of their characteristics.

Axelrod as cited by Bell and Force (1956:26) noted that "formal associations" (voluntary associations) are not part of the governmental body and are "non-profit" in nature.

> Their functions are characterized by explicit regularity and standardization -

> such as being identified by a name, or having officers, or having a written constitution, or having regular meetings.

Similarly Macoby (1958:524) cited as being defining characteristics that voluntary organizations are non-profit and private. He added the criterion that they have members who join and are free to leave of their own choice.

David Sills (1968:362-363) felt there were three key elements contained in a voluntary association. Like Macoby he saw the fact that membership was voluntary in the sense that it was neither mandatory nor acquired through birth. He also added the criterion that the association was an organized group of people, that is, it was formed in order to further some common interest of its members. Another key characteristic of the voluntary association was that it existed independently of government. Sills noted that there were exceptions to all these rules, such as associations which were subject to government control, in that they must be registered to receive funds.

Warner and Miller (1964:655) have included as voluntary associations all associations that (i) had officers; (ii) held regular meetings for the entire membership at least twice a year; (iii) had a membership that consisted primarily of adults; and (iv) had no subgroups also meeting the foregoing criteria. Zimmer and Hawley (1959:198) also included regularity of meeting in their definition. They suggested that a formal association (voluntary association) was a group that elected officers, held regular meetings and had an expressly stated program of activities. They excluded from their research labor unions, religious

bodies, church related groups, and parent-teacher associations. Wright and Hyman (1958:287) and Hyman and Wright (1971:194) also excluded union membership from their count of voluntary associations.

The reason for this exclusion of certain groups, such as churches and unions, by some researchers suggests a lack of agreement regarding the characteristics of a voluntary association. Palisi (1968) criticized the criteria commonly used to characterize voluntary associations. One of Palisi's criticisms was the fact that most researchers have termed voluntary associations as being non-profit in nature. However, researchers such as Dackawich (1966) included business and professional associations and unions in their research on voluntary associations. Hausknecht also classified professional associations as voluntary. Palisi suggested the voluntariness of these types of associations was questionable since they function partially for economic reasons. Such groups as farmers co-operatives and professional associations affect the profits of their members. Likewise, unions have a profit motive in that they seek to secure higher wages for their members. Also, unions may be termed non-voluntary since most workers, if they desire to keep their job, must belong to a union.

Palisi also criticized the fact that some associations such as churches, have been considered non-voluntary. The reason for this being that a person is seen as being born into a religious faith. Involvement in church groups such as church choirs are nevertheless considered voluntary, despite the fact that these groups are only open to those who belong to the church. Similarly ethnic groups are often considered voluntary yet their membership is influenced by

ascribed status. However, such ascribed status as sex or age is rarely considered in determining the voluntariness of an association.

One of the processes that is of fundamental importance to voluntary associations has received little attention from researchers, this is the principle of minority rule. It was felt that this area was of importance to this study since in this study the subjects were the small number of administrators from each sport who controlled the affairs of the association. Usually one of the conditions of membership in a voluntary association is participation in the affairs of the association. Often this is not met and a minority control the association. Sport associations may be termed mutual benefit associations under the Blau and Scott typology. Blau and Scott (1962:45) has noted that two problems face this type of association: (i) membership apathy and (ii) oligarchial control (minority rule).

A number of social scientists including Barber (1950) and Sills (1957) have contributed ideas, and suggested that the amount of time and specialized skills necessary to be a leader, are reasons for membership apathy.

In regards to the oligarchial tendency of voluntary associations, Michels' comments would seem relevant.

> Organization implies the tendency to oligarchy. In every organization, whether it be a political party, a professional union, or any other association of the kind, the aristocratic tendency manifests itself very clearly. The mechanism of the organization, while conferring a solidarity of structure, induces serious changes in the organized mass, completely inverting the respective position of the leaders and the led. As a result of organization, every party or professional union

> becomes divided into a minority of directors and a majority of directed (1959:32).

Bratton (1970:11), built on Lipsett's (1954) ideas, and noted the tendency towards oligarchy in sport associations.

> The affairs of sports associations can easily be handled by a very small proportion of the total membership. One of the first steps in the formation of a voluntary association is the election of an executive body. As the association becomes established, the executive body is gradually given greater responsibility in conducting the business of the association. An ambitious, active few are allowed to make decisions for the remainder of the membership, and are not likely to encounter much resistance unless their decisions drastically affect the personal welfare of a number of the members.

As a result of the control the administrative body of the sport association has, it was felt that in this study it would be relevant to consider the characteristics of this particular group.

It would seem from the literature that there is a variety of characteristics attributed to voluntary associations. Sport associations would seem to possess a large number of these characteristics, for example, regular meetings, a common interest of members, elected officers, etc. Other characteristics may, however, be questioned in relation to sport associations, i.e. sport associations do in some cases attempt to raise money, the profits of which may benefit their members. Sport associations do have governmental associations, in that they must be incorporated to receive government grants. Also the fact that members are free to join and leave of their choice may be questioned since membership in a provincial sport body although voluntary is often

a prerequisite to further involvement in sport at a higher level.

Typologies of Voluntary Associations

Although Blau and Scott do not deal specifically with voluntary organizations they created one of the best known typologies of organizations. This typology is based on the criterion of *cui bono*? - "who benefits?" - the identification of the prime beneficiary of the organization's existence (Blau and Scott, 1962:42). The four types of organizations as suggested by Blau and Scott are:

i) mutual benefit associations, wherein the prime beneficiary is the membership;

ii) business concerns, wherein the owner of the business is the prime beneficiary;

iii) service organizations, wherein the prime beneficiary is the client; and

iv) commonweal organizations, wherein the prime beneficiary is the public at large.

From this typology it would seem logical to suggest that voluntary associations and particularly sport associations would qualify in the category mutual benefit associations. In some cases the general public may benefit from the efforts of the sport association, however, it is principally the membership which is the prime beneficiary.

Of the attempts made to develop a typology of voluntary associations probably the best known is the three-pronged typology: i) instrumental; ii) expressive; and iii) instrumental-expressive proposed by Gordon and Babchuk (1959:22).

Instrumental associations

> do not exist primarily to furnish activities for members as an end in itself, but serve as social influence organizations *(associations)* [Italics author's] designed to maintain or create some normative condition or change (Gordon and Babchuk, 1959:25).

Expressive associations "are formed to express or satisfy the interests of their members" (Rose, 1954:52). Instrumental - expressive associations are associations that "seem to manifest both functions" (Gordon and Babchuk, 1959:26).

Gordon and Babchuk also suggested that these three types of associations may be further divided into either high or low accessibility and high or low status conferring. Associations of low accessibility, they suggested, are those where membership is restricted

> by the highly selective criterion of achievement or talent or both . . . or by formally ascriptive qualities limited through a device such as kinship (Gordon and Babchuk, 1959:26).

Status conferring refers

> to the capacity of an organization to bestow prestige or to be associated with prestige which accrues to its members (Gordon and Babchuk, 1959:27).

The degree of accessibility and status attributed to a sport association would be determined by the type of sport which the association represented and the membership requirements established by the association.

Jacoby and Babchuk further developed the idea of instrumental and expressive associations by developing a scale "to determine the degree to which any association performed an instrumental or an expressive function for any given member" (Jacoby and Babchuk, 1963: 463).

Another typology of voluntary associations is postulated by Warriner and Prather (1965). Organizations were classified using one criterion - the assumed value function of the central activities. Four principle kinds of value functions were put forward:

> a) the activities can function to provide *pleasure in the performance* itself for the actors; b) the activities may be a vehicle for desired communion with others, the *sociability* functions; c) the activities may be signs which evoke and reaffirm a valued belief system, eg. Communion in the Christian Church, the *symbolic* function or d) the activities may produce goods, services or a change in some objects, the *productive* function (Warriner and Prather, 1965:140).

Although Warriner and Prather acknowledged that associations often had more than one activity, they felt a central value function predominated in frequency or through identification with the purpose of the organization.

The Warriner and Prather typology seemed to show some commonality with Gordon and Babchuk's typology in that both utilized the organization's function as their prime criteria. The functions of pleasure in performance and sociability proposed by Warriner and Prather may be allied with the expressive function proposed by Gordon and Babchuk. Similarly Warriner and Prather's symbolic and

productive functions tie in with the instrumental function of Gordon and Babchuk. Warriner and Prather in their typology acknowledged the existence of more than one function in an association but suggested that one still tends to predominate. Gordon and Babchuk allowed for the association, whose function may be twofold, by proposing the instrumental-expressive dimension of their typology.

A final classification of voluntary associations has been used in research by Babchuk and Booth (1969) and Booth, Babchuk and Knox (1968). Associations were classified "according to the general content of their objectives" (Booth, Babchuk and Knox, 1968:432). The classifications were:

> 1. Church related group, such as: board of a standing committee, men's or women's group, voluntary service.
>
> 2. Job related associations, such as: farmers' organizations, business or professional association, labor union.
>
> 3. Recreational group, such as: bowling league, women's garden club, card club.
>
> 4. Fraternal-service organization, such as: Masons, Eastern Star, service club, hospital auxiliary.
>
> 5. Civic-political group, such as: P.T.A., home and school, permanent community planning council, political party club.
>
> 6. Adult leadership or youth program, such as: 4-H, YMCA, YWCA, Scouts.
>
> 7. Other, such as: veteran's organizations, board member of community agency co-op (Booth, Babchuk and Knox, 1968:432).

There would again appear to be some commonality with the Gordon and Babchuk typology. Recreational and fraternal groups may be seen

to exhibit an expressive orientation for their membership while civic-political and youth type groups gravitate more to an instrumental orientation. It is interesting to note that Booth, Babchuk and Knox included in their typology groups such as church related groups and labor unions since several researchers including Zimmer and Hawley (1959) , Wright and Hyman (1958),and Hyman and Wright(1971) have excluded these as voluntary associations.

There have been then several attempts to classify voluntary associations and the place of the sport association can be identified in each typology. However, when one considers the diversity of the generic term sport, i.e. recreational-competitive, instrumental-expressive, no one classification completely covers all meanings.

This inadequacy in the existing typologies is a fact which is probably compounded by the lack of attention that researchers have paid to the volunteer in sport.

Utilizing the Warriner and Prather typology it would seem logical to suggest that sport associations would fall into the category "pleasure in performance" although for some members sociability may be the prime value function.

In the Booth, Babchuk and Knox typology sport associations would appear to fit into the recreational group, although this classification does not appear totally satisfactory when the highly competitive nature of some sport associations is considered.

The typology which has been used most frequently in relation to sport associations is the Gordon and Babchuk instrumental, expressive, and instrumental-expressive classification.

When studying the participant members of badminton and judo clubs at the University of Alberta, Edmonton, Jacoby found a high expressive and a very low instrumental orientation towards membership (Jacoby, 1965:170).

Bratton, from his study of swimming and volleyball executives, noted that

> many executives view their participation from an instrumental standpoint, i.e. serving an integrative function for the larger societal system (Bratton, 1970:167).

He did, however, note that amateur sport associations provide "a setting in which members can engage in expressive activities" (1970:168). Thus he suggested sport associations may be typed as instrumental-expressive.

Beamish (1978:4) suggested "as a result of their orientation, because they stress efficiency and require more "specialized" skills for participation, National Amateur Sport Governing Bodies are classified as instrumental associations." It would seem that because almost anyone can be a part of and gain enjoyment from the activities of an expressive association, sport associations for the membership are expressive in nature. Instrumental groups which require "necessary" concomitant skills (Beamish, 1978:5) as a membership requirement are represented by the executive member of the sport associations. The executive member may also be involved in expressive activities, for example, the President of the association who is still active in his/her particular sport.

Bratton supported this thought in his suggestion that sport associations may be typed as instrumental-expressive.

> From the standpoint of the executive member, participation in their particular sport is valued because it is seen to contribute to different perceived needs of the individual participants. This contribution, then, serves an integrative function for the society as a whole by hopefully instilling certain value orientations in the young athletes that are deemed to be important by the executive members, and perhaps by many others in the society. At the same time, the association provides a setting in which executive members may engage in expressive activities, and in so doing, it also serves an integrative function for the personality system of the executive member (Bratton, 1970:168).

Practical Aspects of Volunteerism

The largest amount of the literature on voluntary associations dealt with the practical aspects of recruiting, training, motivating, and retaining volunteers. Schindler-Rainman and Lippitt (1977), Naylor (1973), Stenzel and Feeney (1976), Wilson (1976) and many others have contributed to this area. Many community organizations have developed pamphlets, manuals, etc. which deal with aspects of volunteerism. They are, however, usually specific to their particular situation, consequently this area of the volunteerism literature although large is not dealt with in any depth.

Why People Volunteer

People become members of voluntary associations for a large number of reasons.

> The most general way to the question of why people join would be to say that the reason is primarily related to some combination of the needs of the individual and the goals of the organization (Hoerner, 1973:17).

Schindler-Rainman and Lippitt (1977:47) adapted Kurt Lewin's model and suggested two main groups of forces motivating an individual's involvement. One group is pushing the individual to volunteer, the other group tells him not to volunteer. These forces are further subdivided into "own forces" - forces from inside one's self "interpersonal and group member forces" - forces from relations with others and "situational forces" - those based on characteristics of the total situation of the decision maker.

The strength of these forces varies for each individual. Their summation determining whether or not the individual volunteers. Similar forces also determine if the individual continues or drops out of his/her volunteer capacity.

Wilson (1976:43) has suggested that both Maslow's Hierarchy of Needs and Herzberg's Motivation-Hygiene Theory may be applied to the motivation to volunteer. The suggestion is made that those who volunteer have most of the lower needs in Maslow's Hierarchy met, those which Herzberg calls hygiene factors. Therefore volunteering offers the opportunity to develop self-esteem or to self-actualize.

Reissman (1965:28) felt it is often the volunteer who benefits from the relationship with the organization. Therefore social development and social interaction may be reasons for volunteering.

Anderson and Moore (1975) in a study on volunteer motives found

altruistic motives to be the most prevalent although there was also evidence of a desire to help their fellow man.

In ACTIONS America: Volunteer - 1974 survey showed the following reasons for volunteering were given -

Reasons:	
wanted to help others	53%
had sense of duty	32%
enjoy volunteer work itself	36%
could not refuse	15%
had child in program	22%
had nothing else to do	4%
hoped would lead to paying job	3%
other	7%

NB Total greater than 100% because respondents could check more than one answer.

Booth and Babchuk (1969) when studying personal influence networks and voluntary association affiliation reported:

> Individuals reported viewing membership as an opportunity to obtain such things as valuable business contacts, job opportunities, insurance and the opportunity to use a facility, while others reported that the association stood to gain a member who could perform a valuable task such as teach or represent a constituency (Booth and Babchuk, 1969:185).

They also reported that membership in formal voluntary groups comes mainly through personal networks and face to face contacts (Booth and Babchuk, 1969:184).

Jacoby (1966:81) has shown that personal influence is more likely to be a factor in expressive as opposed to instrumental associations.

It would seem then from the preceding studies that there are a number of reasons being postulated for, in all probability, different types of individuals have different motives for becoming volunteers.

Volunteer Characteristics

As previously stated the data on the characteristics of volunteers in a sporting context is limited. Beamish (1978) studied the socioeconomic and demographic characteristics of a selected sample of administrators of 22 National Voluntary Sporting Associations. Bratton (1970) looked at biographic and demographic characteristics of administrators of the Canadian Volleyball Association and the Canadian Amateur Swimming Association. His population included all national and provincial administrators, the local or club population was restricted to administrators' offices in Alberta or Manitoba. A study in Denmark by Andersen et al. (1956) looked at a number of factors, one of which was athletes' membership in clubs other than athletic clubs.

The findings from these studies and other studies of volunteers in a non-sporting context will be applied to the variables in this study.

Sex

Studies, which have looked at sex differences in voluntary associations (non-sport related) have concluded that the traditional picture of the volunteer as a middle/upper class female is a false

one. Scott (1957), Palisi (1965), Dotson (1951), and Babchuk and Booth (1969) have all found higher levels of participation in voluntary associations among males.

Booth (1972:187) noted that levels of participation in both males and females varies with social status but that time committment in males and females is about the same.

Slater (1960:617) and Komarovsky (1946:694) both pointed out that sex differences in participation are greatest at the lower socio-economic level and that they diminish as we move up the levels. Curtis (1971:875) in a cross-national comparative study of voluntary associations found male participation higher than female participation in Canada, U.S.A., Great Britain, Germany, Italy and Mexico. Female participation in Canada and U.S.A. was, however, considerably higher than the other countries.

Hausknecht (1962:31) was the only study to show little difference in male and female participation regardless of class.

Booth (1972:188) and Babchuk, Marsey and Gordon (1960:401-402) both showed that more men belonged to, and held leadership positions in, instrumental voluntary associations than did women. In expressive groups there was a large percentage of women, although in the Babchuk, Marsey and Gordon study men still predominated.

Kenyon (1966:48) has noted that the sex differences among adults who participate in various types of physical activity are small or non-existent. He did, however, note there is more secondary involvement in sport by men than women. Bratton (1970:60) found a high

percentage of males holding administrative positions at all levels in Volleyball and Swimming Associations.

Age

A number of researchers, Bell and Force (1956), Axelrod (1956), Foskett (1955), Scott (1957), Hausknecht (1962), Babchuk and Edwards (1965), have suggested that age shows a linear relationship with participation, i.e. participation increases through life until the age of 50 or 60 years when it starts to decline. This effect, while generally true, has also been linked with socioeconomic status, the higher the socioeconomic status, the more likely the participation.

Babchuk and Gordon (1962:118-120) have shown that as age increases individuals are more likely to decrease their involvement in instrumental associations and increase their involvement in expressive associations.

Bratton (1970:58-59) noted a mean age of 40.6 for swimming administrators and 29.5 for volleyball administrators. It was suggested this difference was due to a large amount of parental involvement in administrative positions in swimming and the higher percentage of active players involved in administrative positions in volleyball. Thus when dealing with sport associations the nature of the sport may influence the age level of the administrators.

Socioeconomic Status (Education, Income, Occupation)

A large number of studies have looked at one or more of the

commonly used measures of socioeconomic status in relation to membership in voluntary associations. Mather (1941), Komarovsky (1946), Scott (1957), Reissman (1954), Hagedorn and Labovitz (1967), Wilensky (1961), Foskett (1955), Freeman, Novak and Reeder (1957), Hausknecht (1962), Axelrod (1956), Hyman and Wright (1971), Booth, Babchuk and Knox (1968), Hodge and Treiman (1968), Defee, Schultz and Pasewark (1974), Uzzell (1953), have all indicated that persons of a higher socioeconomic class are most likely to participate in voluntary associations. Bratton (1970:61-62) noted that a large percentage of volleyball and swimming administrators had at least some university or technical school training. Beamish (1975:11) showed 69.2% of National Sport Administrators had a university degree. Bratton (1970:62) showed the same for 47% of the volleyball and swimming administrators.

Bratton (1970:62) also found 62% of volleyball administrators and 52% of swimming administrators had an income in excess of $10,000. This compared to a national average of approximately 25% in the same income bracket. Beamish (1978:10) agreed with Bratton's finding when he showed that 81.4% of personnel in the national administration came from the highest quintile of income. Only 4.1% of administrators had less than the national average male income.

Both Bratton (1970:66) and Beamish (1978:7) found that a large percentage of administrators had high prestige occupations. Beamish also noted that about half (51.8%) of the administrators' fathers were employed in managerial, professional or technical positions thus

suggesting the administrators' current status may be related to advantageous social origins. It would seem there is little doubt to the fact that volunteer sport administrators, like volunteers in other areas than sport, tend to be from upper socioeconomic levels.

Marital Status

Babchuk and Booth (1969:44), Scott (1957:322), Booth and Babchuk (1969:182) and Hausknecht (1962:35) have all reported that those who are married are most likely to participate in voluntary associations than their single or divorced counterparts. Curtis (1971:876) found that in Canada, U.S.A., Great Britain, Germany, Italy and Mexico, married respondents tend to be slightly more frequent joiners of voluntary associations than the single, divorced, widowed or separated combined.

Bell and Force (1956:34), however, showed no consistent relationship between marital status and participation in voluntary associations.

Bratton (1970:60) found 89% of swimming administrators and 66% of volleyball administrators were married. The lower percentage of volleyball administrators, he felt, was due to the younger age of his subjects.

Religious Affiliation

Most researchers, Hausknecht (1962), Bell and Force (1956), Scott (1957), and Wright and Hyman (1958), who have looked at the

relationship between religious affiliation and organizational membership have been consistent in their findings that Protestants hold a greater number of affiliations in voluntary associations than Catholics. Komarovsky (1946:696) found no difference in membership rates between Catholics, Protestants and Jews. Wright and Hyman (1958:287) found Jews' participation higher than that of both Protestants and Catholics.

Bratton (1970:68) found no difference in religious affiliation between swimming and volleyball administrators. When compared with national statistics he did, however, find Catholics underrepresented in administrative positions.

Social Origins

A number of researchers, Loy (1972:8), Pavia (1973), Luschen (1972:240), Gruneau (1975:161) have all concluded that athletes generally have their social origins (determined by occupation of father) in the middle and upper classes. Beamish (1978:10) has shown that a large percentage of national level sport administrators (51.8%) had fathers whose occupation was regarded high status white collar as measured by income. He therefore suggested the administrators current position was due to previously advantageous social origins.

Bruce (1971:53) and Vorwaller (1970:493) found that intergenerational occupational mobility had little if any affect on membership in voluntary associations. Although as Vorwaller (1970:493) stated "substantial differences in the number of memberships were noted

according to the categories of social statuses of origin and destination . . . . "

Curtis (1959:848) found "in upwardly mobile families in the white collar stratum . . . significantly more members of sport teams or hobby clubs than in stable families in either stratum" (white or blue collar). The reason he suggested for this is that sport organizations particularly are the types of organizations

> that provide a link between the different statuses, and are composed of members from varying stations in life - that mobile persons may participate without being set apart from other members either by social background or by present status (1959:848).

Ethnicity

Few studies related voluntary association participation and ethnicity. Scott (1957:322) in the United States found no significant difference between membership participation of children of native born (U.S.A.) and the children of foreign-born parents. Bratton (1970:67) found 85% of the volleyball administrators and 76% of the swimming administrators were born in Canada, this compared to a national average of 84.4%. When looking at ethnic origin he found a large proportion of both administrative bodies to be of British origin.

Size of Community Lived In

Social science researchers have looked at voluntary association

membership in a variety of different geographic settings. However, there have been many limitations imposed by the type of data used, some have looked at large and small cities, some total populations, some partial populations, some specific social classes, etc.

The findings, on the differences between the participation rates of urban and rural residents, have been contradictory. Hausknecht (1962:18) found that as the size of the urban community decreases the rate of membership increases. As income increases rate of membership increases regardless of community size. Wright and Hyman (1958:294) found a direct relationship between the degree of urbanization of counties and membership in voluntary associations. They also found rural non-farm residents had more memberships than rural farm residents.

Beamish (1978:13) found that the national level administrators of sport governing bodies (78%) came primarily from the larger cities in Canada while on a national average almost half the population (48.9%) lived outside these cities. In addition he noted almost half of the administrators (43.8%) came from Canada's five largest urban centres: Montreal, Toronto, Vancouver, Ottawa, and Winnipeg.

Scott (1957:322) in a study conducted in a town of approximately 8,000 found that length of residence had no significant influence on voluntary association membership. No studies were available on the effect of length of residence in communities of other sizes.

Membership In Other Voluntary Associations

The findings on the percentage of individuals who belong to voluntary associations differs widely. The majority of the studies are American in origin but Curtis (1971:875) noted similarities between American and Canadian rates of joining; Babchuk and Booth (1969), Wright and Hyman (1958), Hausknecht (1962) (2 samples), Axelrod (1956), Komarovsky (1946), reported 84%, 36%, 36% and 55%, 63% and 47% respectively. Curtis (1971:874) found 51% of Canadians and 50% of Americans had voluntary association affiliations (excluding unions). Thirty-one percent of Canadians and 29% of Americans held multiple affiliations. This did, however, increase to 56% and 59% at the upper socioeconomic levels (measured by education). Hyman and Wright (1971:195) found 21% of Americans with multiple affiliations. This figure also increased at the upper socioeconomic levels. Beamish (1978:14) found with national level sport administrators that 77.5% belonged to at least one other voluntary association. Bratton (1970:70) reported similar findings in his study of volleyball and swimming administrators. Bratton also noted that 50% of these also held committee or executive positions in these other associations.

Sport Volunteers

Only two research studies dealing with sport volunteers could be located. One, a doctoral dissertation by Bratton (1970), was conducted among national, provincial and local administrators of the Canadian Volleyball Association and the Canadian Amateur Swimming

Association. The local administrators were restricted to those holding such positions in the provinces of Alberta and Manitoba. Bratton looked at the relative importance of association goals and personal motives among the membership of these two associations. He also collected data on a number of demographic characteristics of the administrators. Comparisons were made between associations, across levels within associations and across offices within associations. He also looked at the relationship between demographic characteristics and the relative importance attached to association goals and personal motives.

Beamish (1978) in a revised version of a B.A. (Sociology) Thesis reported on the socioeconomic and demographic characteristics of the national level administrators of twenty-two selected amateur sport associations. He looked at socioeconomic levels of executive, past athletic participation, residency and involvement in other voluntary associations.

Two papers presented at the Saskatchewan Sport Conference, September 30, October 1st, 2nd, 1977 and a paper presented at "Intersport I", 1975 are the only other relevant contributions to the literature on amateur sport volunteers. Of the papers presented at the Saskatchewan Sport Conference, one by Mitchelson (1977) dealt with the motivational forces that influence recruiting, training and retaining volunteers. Mitchelson developed Schindler-Rainman and Lippitt's adaptation of Kurt Lewin's model to fit the motivational forces affecting amateur sport volunteers. A second paper by Nicholls (1977b) looked at some of the problems

facing the amateur sport volunteer. He saw the problem of the volunteer being busy with family life and business, the competition from other agencies for the volunteer's time and the lack of attention paid to volunteerism as the major problems of amateur sport. A paper presented by Fairbrother (1975) at "Intersport I" and entitled "The Volunteer in Amateur Sport" provides a philosophical overview on the concept of volunteerism, a rationale for the motive to volunteer and some thoughts on the place of the volunteer in amateur sport. Fairbrother noted four areas in which the volunteer contributed to amateur sport. Firstly, he felt voluntary participation in sport counters any oversystematized approach to the provision of sporting needs. This allies with his fourth point of allowing for individual beliefs and freedoms. These two points reflect the contribution of voluntary associations to a democratic society, a factor that has been used in support of volunteerism over the years. Fairbrother also highlighted the use of the volunteer in helping the professional in sport and recreation and the unifying effect a strong volunteer group can have on a community.

Two other smaller articles by Ziegler (1954) and Moriarty (1979) dealt with volunteers in a sporting setting. Ziegler's article dealt with the importance of recreation to society and the importance of the volunteer to recreation. He suggested that certain problems arose in volunteering and that a Bill of Rights for the volunteer worker was needed. He outlined the Bill of Rights and included in it the volunteer's right to help and encouragement, to offer new ideas, to see the relationship of his task to the association's objectives, etc.

Moriarty's article dealt with a proposition that amateur and school sport in Canada should be conducted on the basis of voluntary participation and involvement. He also considered some of the changes to be made if indeed the power is returned to the volunteer.

Two sociological articles that have made reference to the sport volunteer are those of Jacoby (1965) and Curtis (1959). Jacoby in a study of instrumental and expressive voluntary associations included in the nine groups he looked at, the badminton and judo clubs at the University of Alberta. On a scale designed to measure the instrumental and expressive orientation both groups showed a high expressive and low instrumental orientation towards membership.

Curtis in looking at occupational mobility and membership in voluntary associations found upwardly mobile white collar families had significantly more members of sport teams or hobby clubs than white or blue collar stable families. His rationale for this was the leveling effect sport has on status. He felt mobile persons could participate alongside other members without being set apart by either social background or by present status.

Volunteer Sport Associations

Only two studies were available which dealt exclusively with volunteer sport associations. Greaves (1976) and Darling (1976) examined individual sport governing bodies at the national level.

Greaves examined the factors influencing the development policy of the Canadian Amateur Swimming Association (C.A.S.A.) 1961-76.

> The study accorded great significance for the administration of amateur sport to both the quality and the continuity of the volunteer leadership utilized (Nicholls, 1977a:9).

Darling examined the development of the Canadian Amateur Diving Association Inc. from 1966 to 1975. His study dealt with the following six subproblems: i) an examination of the development of the organization and administration; ii) evolution of philosophy regarding competitive programs; iii) the influence of federal government programs and policies; iv) C.A.D.A.'s position and role in international diving affairs; v) the role of private sector finance in the development of Canadian diving; and vi) significant events, individuals, and programs. He concluded that leadership had been a major problem in the C.A.D.A.'s development.

Three other studies at the provincial level in Alberta have concerned one or more of the province's volunteer sport associations.

Usher (1973) surveyed the province's sport associations in order i) to compare methods of operation, organization and administration; ii) to determine the status of the responding organizations; and iii) to determine how the provincial government could help the organizations in the development of their sport (Usher, 1973:iv). He concluded that in order to facilitate the continued growth of sport, increased funding, an expansion of facilities, expanded leadership development, and a hiring of professional personnel would be necessary (Usher, 1973:55-56).

Wasylynchuk (1975), in a Masters study undertaken at the University of Alberta, traced the development of field hockey in Alberta from 1962-73. She dealt briefly with the formation, in 1971, of the Alberta Women's

Field Hockey Association and also looked at the early work of the association.

Nicholls in 1977 undertook a study on how the member sport associations perceived the collective Sport Alberta. Data were collected, by means of a questionnaire, on each of Sport Alberta's four stated objectives. Twenty-seven sport associations responded and from the information they submitted Nicholls concluded Sport Alberta had failed in three of its objectives, i.e. to promote amateur sport in Alberta, to liase with government and to correlate the efforts of the sports governing bodies to stimulate interest in sport. The fourth objective to act as a forum for the exchange of members' views, he felt had only been achieved "in a very guarded way" (Nicholls, 1977a:34).

Summary and Implications for this Study

The literature on volunteer sport associations and sport volunteers was reviewed. The small amount of literature on both of these topics reinforced the need for this study. Of the two studies on sport volunteers that were completed one was undertaken at the national level and was restricted to examining the biographic and demographic characteristics of the national sport governing body executive members. The second study involved volunteers from only two sport associations. The studies on sport associations have looked mainly at organization development or specific organizational problems. They have given little consideration to the individuals who make up the association. It was felt, therefore, that this study

should look at sport volunteers from a number of different sports. Also, it should consider not only the biographic and demographic characteristics of the volunteers but their involvement in their sport association as well as other sport and non-sport related voluntary associations.

The literature on voluntary associations and volunteers in contexts other than sport was also reviewed. The research literature on voluntary associations and volunteers has dealt with mainly three areas: - the characterisitcs of associations, the different types of associations and the characteristics of the volunteers who are members of these associations.

Several characteristics have been attributed to voluntary associations, however, not all researchers have shown unanimity in regard to the applicability of these characteristics to all associations. Sport associations may be clearly seen to possess a number of the commonly ascribed characterisitcs while others' characteristics are questionable in their application to this type of association.

Several different typologies of voluntary associations have been proposed and none offer a classification which covers all the facets of sport. This may be due partially to the diversity of sport and also to the lack of attention that researchers have paid to volunteer sport associations.

It was pointed out by several writers that one of the characteristics of voluntary associations was that a small group of people may administer the affairs of the association. Blau and Scott (1962: 45) in their typology also noted that the mutual benefit associations,

which includes sport associations, face this problem of oligarchial control. In light of these facts it was felt that this study should concentrate on those volunteers who had the most influence on the affairs of the association - the administrators.

The literature on the characterisitcs of volunteers from a number of areas was reviewed in order that the findings from the review could be compared with the results of this study.

CHAPTER III

INSTRUMENTATION AND METHODOLOGY

The data were collected using a self-administered questionnaire.

The Research Instrument

The questionnaire used was developed specifically for this study. This was deemed necessary in view of the fact that no questionnaire which would elicit the data required was known to be available. The questionnaire used by Bratton and the results of Beamish's study along with knowledge acquired through readings in the area being studied was the basis on which the questionnaire was developed. This information was supplemented through discussion with individuals knowledgeable in the area of amateur sport volunteers and amateur sport governing bodies.

The questionnaire was structured in the following manner: four areas of study were identified:

i) information on the sport administrators' biographic and demographic characteristics;

ii) information on the sport administrators' involvement in the sport in which he/she is a member of the provincial executive;

iii) information on the sport administrators' involvement in executive positions with other sport associations; and

iv) information on the sport administrators' involvement in non-sport related voluntary associations.

For each area the items included were as follows:.

Sport Administrators' Biographic and Demographic Characteristics.

Sex; Age; Marital Status; Education; Whether Employed in Sport, Physical Education or Recreation; Occupation; Father's Occupation; Family Income; Ethnic Background; Religious Affiliation; Size of Community Lived In: Length of Time Present Community Lived In.

Sport Administrators' Involvement in the Sport In Which He/She is a Member of the Provincial Executive.

Sport; Position; Length of Time in Sport; Length of Time in Provincial Association; Other Executive Positions Held in Provincial Associations; Length of Time in Current Executive Position; Number of Hours Per Week Devoted to Sport; Status When First Acquiring an Executive Position; Length of Time Involved in Sport as an Administrator, Coach, Player, Official and in Other Positions; Highest Level of Involvement in Sport; Current Level of Involvement in Sport; Immediate Family Involvement in Sport.

Sport Administrators' Involvement in Executive Positions with Other Sport Associations.

Number of Other Sport Associations in Which Executive Position Held; Number of Hours per Week Spent on These Executive Positions.

Sport Administrators' Involvement in Non-Sport Related Voluntary Associations.

Number of Other Non-Sport Related Voluntary Associations in Which Involved; Number of Non-Sport Related Voluntary Associations in Which Executive Position Held; Number of Hours Per Week Spent on Non-Sport Related Voluntary Associations.

Sample

The sample for the purpose of this study consisted of the volunteer administrators of the sixty sport associations recognized by the Province of Alberta, Department of Recreation and Parks, Sport and Fitness Section. The associations were considered eligible for the study if they received funding from the Sport and Fitness Section. The sample was made up of 266 administrators whose names appeared in the Sport and Fitness Section Directory of the Alberta Sport Governing Bodies (1978). From the original list of 266 administrators it was not possible to contact 12 members because the address given for them was incorrect. A further 16 were lost from the sample due to the fact that they were either no longer involved in the association, or that they had left the province or country. Consequently a total of 238 questionnaires were distributed. The sample distribution classified by sport and by administrative position is shown in Table I. An asterik indicates those who completed and returned a questionnaire. It should be noted that not all the sport associations had representation in all the positions shown.

TABLE 1

SAMPLE DISTRIBUTION BY SPORT AND EXECUTIVE POSITION HELD

Name of Provincial Sport Association	Number Distributed	President	Vice President	Secretary	Treasurer	Secretary Treasurer	Past President	Coaching Related Positions	Officiating Related Positions	Other Positions
1. Alberta Bowhunters and Archers Association	5			*						
2. Alberta Badminton Association	7	*						*		*
3. Alberta Baseball Association	6	*		*						
4. Little League Baseball Association	3	*				*	*			
5. Alberta Basketball Association	5	*	**		*					**
6. Alberta Baton Twirling Association	5	*	*		*					
7. Alberta Bicycle Association	5		**							
8. The Bowling Federation of Alberta	2	*			*					
9. Alberta Amateur Boxing Association	4	*	*							
10. Alberta Canoe Association	3			*		*				
11. Alberta Broomball Association	2	*					*			
12. Alberta Cricket Association	3					*				
13. Alberta Ladies Curling Association	2	*				*				
14. Alberta Mens Curling Council	4	*	*	*	*			*		
15. Canadian Amateur Diving Association	8	*	*	*			*			**
16. Alberta Fencing Association	4	*		*				*		
17. Alberta Field Hockey Federation	4			*						
18. Alberta Womens Field Hockey Association	6	*	*	**	*		*	*		
19. Canadian Figure Skating Association Alberta Section	4	*	**							
20. Alberta Amateur Football Association	5		*		*				*	
21. Alberta Golf Association	6	*	*							1
22. Canadian Ladies Golf Federation	4						*			
23. Alberta Gymnastics Federation	7		*		*					
24. Alberta Handball Association	1						*	*		
25. Alberta Team Handball Association	6	*	*	*	*		*			
26. Alberta Amateur Hockey Association	1	*								
27. Alberta Horse Council and Alberta Equestrian Federation	2			*						
28. Alberta Horseshoe Pitchers Association	4	*								
29. Alberta Kodokan Black Belt Association	4					*				
30. National Karate Association	2	*			*					
31. Alberta Lacrosse Association	5	*	*							
32. Alberta Lawn Bowling Association	5	*				*				
						*		*	*	

TABLE 1 (Continued)

SAMPLE DISTRIBUTION BY SPORT AND EXECUTIVE POSITION HELD

Name of Provincial Sport Association	Number Distributed	President	Vice President	Secretary	Treasurer	Secretary Treasurer	Past President	Coaching Related Positions	Officiating Related Positions	Other Positions
11. Alberta Ladies Lawn Bowling Association	4	*			*			*	*	
14. Alberta Tennis Association	5		*	*			**	**		
15. Alberta Netball Association	6		*							
16. Alberta Modern Pentathlon Association	7									*
17. Alberta Modern Rythmic Gymnastics Federation	4			*	*				*	
18. Alberta Raquetball Association	3	*				*	*		*	*
19. Ringette Alberta	5			*	*		*			
40. Alberta Rowing Association	7									
41. Alberta Rugby Football Union	3	*		*	*					
42. Alberta Sailing Association	7					*	*			
43. Alberta Scuba Divers Council	1	*								
44. Alberta Federation of Shooting Sports	3			*			*			
45. Alberta Recreational Skating Association	4		**							
46. Canadian Ski Association - Alberta Division	5	*	*				*			**
47. Alberta Soaring Council	3	*								*
48. Alberta Soccer Association	2					*				*
49. Alberta Amateur Softball Association	4	**								
50. Alberta Amateur Speedskating Association	2					*				
51. Alberta Squash Raquets Association	2									
52. Canadian Amateur Swimming Association	7	*	**	*	*					*
53. Canadian Amateur Synchronized Swimming	7	*	*	*	*		*	*		
54. Alberta Table Tennis Association	6	*	**	*	*			*		
55. Alberta Track and Field Association	6	*	*	*	*			*	*	
56. Alberta Volleyball Association	5			*	*			**		
57. Alberta Water Polo Association	2									
58. Alberta Region - Canadian Water Ski Association	6		**	*	*		**			
59. Alberta Weightlifting Association	3									
60. Alberta Amateur Wrestling Association	6		*	*	*	*				

N.B. 2 Presidents are checked in the Alberta Softball Association and 2 Past Presidents in the Alberta Netball Association. These additions were due to recent changes in the executive body of the associations noted.

Validity

The validity of a test is defined as the extent to which a test measures what it is supposed to measure (Wiersma, 1969:191-192; and Moser and Kalton, 1973:355). In establishing the validity of questionnaires, Mouly points out:

> It is necessary for the questionnaire to have content validity - i.e. each question must be related to the topic under investigation; there must be an adequate coverage of the overall topic, the questions must be clear and unambiguous (Mouly, 1970:253).

In developing the questionnaire every attempt was made to ensure that these criteria were fulfilled.

Content validation is essentially a matter of judgement and this judgement may be made by a number of judges knowledgeable in the area of study (Moser and Kalton, 1973:357 and VanDalen, 1966: 313). In its early stages of development the questionnaire was submitted to a number of professors and students at Acadia University. As a result of the comments received the questionnaire was revised. The revised questionnaire was then submitted to two professors at the University of Alberta. On the basis of these two persons' comments the questionnaire was once again revised and restructured. The resulting document was then presented to several professors and graduate students knowledgeable in the area being studied, on the basis of their comments several minor modifications were made to produce the final instrument.

The only other type of validity with which the questionnaire

was concerned was that of face validity - that is, does the test look good for the particular purpose it is to serve (Cronbach, 1960:143).

While this type of validity should in no way be accepted over technically verified validity, "the tester should seek . . . a test which has both face validity and technical validity" (Cronbach, 1960:144).

Face validity may be seen as being present if the test is compiled by individuals who are knowledgeable in the area being tested (Levitt, 1961:47). In the questionnaire used for this study it was felt that the researcher had fulfilled this criteria since the instrument was developed only after an extensive review of the available literature and a number of discussions with individuals knowledgeable in the area.

Reliability

Mouly (1970:225) suggests that the reliability of questionnaires is difficult to establish with any degree of precision. The split-half reliability method is virtually impossible because of the relative independence and non-additivity of the items that comprise the questionnaire. The test-retest method may be used. However, in the case of this questionnaire, this was not seen as realistic because of the length of time necessary to make this method worthwhile and also the fact that some of the responses the questionnaire elicited may change over time.

Thorndike (1971:62,68) indicated that the composition and length

of the questionnaire may affect its reliability. Kerlinger (1967: 442,443) also noted that ambiguous items and instructions for completion of the questionnaire may be factors influencing reliability.

In the questionnaire every effort was made to make sure these factors were accounted for. The questionnaire items were evaluated by individuals knowledgeable in the field and revised on the basis of this evaluation.

Collection of Data

By examining the sampling list it was found that approximately 83% (198) of the 238 volunteer sport administrators lived in Edmonton or Calgary, the two major cities in the province. On the basis of this fact, and since time was an essential element in the study, two methods of data collection were used.

i) Collection of Data from Volunteer Sport Administrators in Edmonton or Calgary.

The questionnaire and a letter of explanation (See Appendix) were mailed to all volunteer sport administrators on May 30th, 1979. The letter of explanation indicated that a phone call would be made to the administrators and arrangements would be made to collect their completed questionnaire. Questionnaires were collected in Edmonton from the 4th to the 6th of June and in Calgary from the 7th to the 9th of June. Any administrators who were unable to be reached during this time were phoned again during the week of the 11th to the 17th of June. Those who were contacted in Edmonton had their completed questionnaire collected, those in Calgary were asked if they would return the completed questionnaire by mail.

ii) Collection of Data from Volunteer Sport Administrators in Other Areas.

The questionnaire, a letter of explanation (See Appendix) and a stamped self-addressed envelope were sent to all volunteer sport administrators on May 30th, 1979. On June 11th, 12th those who had not completed and returned their questionnaire were phoned and asked if they would do so as soon as possible.

In both groups several phone calls were made in an attempt to contact all the administrators and thus secure as high a return rate as possible.

Treatment of the Data

A total of 165 questionnaires (69 percent) were returned. The data from the completed questionnaires were coded and then recorded on computer punch cards. A number of categories within the variables Marital Status, Educ :ion, Ethnic Background and Religious Affiliation were combined so as to make the data more meaningful. For question 13, Length of Residence in Present Community; question 16, Number of Years Involved in Sport; question 17, Number of Years Involved in Provincial Associations; and question 19, Number of Years Involved in Current Executive Position, the raw scores were combined into 3 year intervals i.e. 0-3 years, 4-6 years, etc. (See Appendix C). The analysis of data used the frequencies, breakdown and cross-tabulations programs from the Statistical Package for the social sciences. Appropriate statistics were completed as needed.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this chapter is to report the results of the analysis of the data and to offer possible explanations as to why certain results were obtained. The results and the discussion of the results are presented in the following order:

i) information on the sport administrators' biographic and demographic characteristics;

ii) information on the sport administrators' involvement in the sport in which he/she is a member of the provincial executive;

iii) information on the sport administrators' involvement in other sport associations; and

iv) information on the sport administrators' involvement in non-sport related voluntary associations.

Biographic and Demographic Characteristics of Sport Administrators

Sex

Of the 165 sport administrators responding to the questionnaire 66.7% (110) were males. This figure is slightly lower than those reported by Bratton who in his study on volleyball and swimming administrators found that 74% of administrators in volleyball and 78%

of administrators in swimming were males. Both studies are consistent with the works of Dotson (1951), Scott (1957), Palisi (1965) and Babchuk and Booth (1969) who found levels of voluntary association participation among males to be higher than those of females.

In this study the number of opportunities for male involvement was slightly higher than that for females. Of the 60 associations surveyed 18 were either exclusively male associations or associations for sports which have traditionally had a predominantly male membership. Eight were either exclusively female associations or associations for sports which have traditionally had a predominantly female membership. Thirty-four associations were viewed as representing sports that were equally available to both sexes. Taking into account the greater opportunity for male involvement the percentage of males involved is significantly greater ($p < .05$) than the percentage of females.

A reason for the greater male involvement may be the socialization patterns of the sexes in regard to sport. Booth (1972:184) has noted that boys,particularly from the middle classes, tend to compete in teams more than girls and in some areas and some sports girls have not been allowed to form teams and participate in sports. Booth feels this involvement in teams is important in relation to voluntary association participation since,

> through team activity a boy learns group procedures and practices which he can later apply to role performances in voluntary associations (1972:184).

The recent advancement of the women's movement in sport and the consequent increased opportunities for female participation in sport may effect a change in these patterns of socialization. This change could ultimately have an affect on the ratio of males to females involved in the administration of amateur sport. Tiger (1969) has suggested, however, that social learning may not be the only factor influencing the males predilection to affiliate. He feels males also have a biologically transmitted tendency to form bonds which are stronger and more stable than those of females.

Komarovsky (1946) and Slater (1959) have suggested that the differences in male and female involvement are greatest at the lower socioeconomic levels and that differences diminish at the higher levels. Utilizing education and occupation as indicators of socioeconomic class we find that there is the least difference in involvement at the middle levels. These were those sport administrators who had completed high school but had not attained an undergraduate degree at a university and whose occupations ranked 40-59.9 on the Blishen index. The greatest difference in involvement was at the higher levels ($p < .05$). These were those sport administrators who had at least an undergraduate degree from a university and those whose occupations ranked above 60 on the Blishen index. Income of the sport administrators as a measure of socioeconomic class shows no consistent trend. No explanation of this difference in findings is readily available.

Age

The majority of sport administrators tend to come from the middle and upper age brackets with 57.6% of all respondents being over the age of 40 years. It is interesting to note that no one under 20 years of age held an administrative position on the provincial executive. The ages of the participants in the various sports are not readily available. Nevertheless it would seem logical to assume that a large percentage of participants in the sport associations surveyed were under 20 years of age. Consequently, they had no one in a similar age bracket to represent them on their provincial executive. When the age of the sport administrators is categorized by sex it can be seen that the greatest difference in numbers participating is between the years 30-54.

TABLE II

DISTRIBUTION OF SPORT ADMINISTRATORS BY SEX AND AGE

Sex	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60+
Males	2	12	20	12	24	15	13	7	5
Females	5	9	5	5	8	8	6	5	4

This difference may be partially explained by the fact that for most women these are the ages during which a family is raised. As a result of this, time is not available for involvement in a sport association.

The sample from each of the different sports was too small to draw any definite conclusions but it would seem that the nature of the sport influences the age level of the administrators. Sports such as volleyball and basketball had no members on their administrative body over 44 years of age. Men's and Women's curling had no one under 45 years and men's and women's lawn bowling had no one under 50 years of age.

Marital Status

The findings on the marital status of the sport administrators agree with those of Scott (1957), Hausknecht (1962), Babchuk (1969) and Babchuk and Booth (1969) in their studies on volunteers. All of these researchers found higher levels of participation in voluntary units among those who were married as compared to other categories. Approximately 84% of the respondents in this study were married. This percentage is significantly greater ($p < .05$) than the provincial figure of 62.9% (Alberta. Census Community Profile 1976) for a similar age group to the sample in this study.

TABLE III

MARITAL STATUS OF SPORT ADMINISTRATORS

	Married	Single	Widowed/Divorced
Executive Members	84.2%	12.1%	3.6%
Population of Alberta (15 years and over)	62.9%	27.4%	9.7%

Education

Table IV shows the level of education attained by the sport administrators of the associations studied. This level was found to be considerably higher than that of the population of the Province of Alberta. Approximately 44% of the sport administrators held a university degree. This percentage is significantly greater ($p < .05$) than the figure of 7.4% (Alberta. Census Community Profile 1976) for the population of the province. It should be noted that nearly half of the 43.7% had also completed post graduate studies at a university.

TABLE IV

LEVEL OF EDUCATION ATTAINED BY SPORT ADMINISTRATORS

Level of Education	Sport Administrators	Population of Alberta
Elementary School	0 %	18.2%
Some High School	7.3%	36.7%
Completed High School	13.3%	10.1%
Some Post Secondary Education (not university)	12.1%	7.9%
Completed Post Secondary Education (not university)	15.1%	9.9%
Some University	8.5%	9.8%
Completed University	*43.7%	7.4%

* This figure may be broken down further to indicate that 25.5% had completed university and 18.2% had completed post graduate studies.

The figures showing the levels of educational achievement of sport administrators are very similar to those established by Bratton (1970) and Beamish (1978) in their studies on sport administrators. Bratton (1970:62) suggested that the large number of highly educated people among the administrators is linked to the achievement motive. This suggestion would seem logical given that a position as an administrator in a sport association carries with it a certain amount of status. The qualities needed to achieve this level and attain this status may be similar to those qualities required to succeed in education. An alternate reason for the findings with respect to the high levels of educational achievement among administrators may be that most sports are primarily the domain of the higher classes. Several sport sociologists including Webb (1969), Loy (1969) and Gruneau (1972) have shown that generally participation in sport is greater among those from the higher socioeconomic levels.

Those who had completed post secondary education or completed university were asked to indicate on the questionnaire their major area(s) of study, the findings are shown in Table V.

As is shown those working in the trades are very much underrepresented. This factor, along with the high educational achievement of the sport administrators tends to suggest that the administration of amateur sport in Alberta is almost exclusively the domain of the white collar worker.

TABLE V

AREAS OF STUDY OF SPORT ADMINISTRATORS, WHO HAVE COMPLETED POST SECONDARY EDUCATION OR COMPLETED UNIVERSITY

Area of Study	Percentage
Physical Education	27.4%
Education	10.5%
Professional Areas	38.9%
Trades	3.2%
Business	20.0%

Sport Administrators were asked if they were presently, or if they ever had been, employed full time in the field of physical education, sport or recreation. Approximately 21% of the respondents replied positively to this question. Bratton found approximately 40% of volleyball administrators and 15% of swimming administrators were employed in physical education or recreation. The difference in figures he attributed to the fact that volleyball is largely played in educational institutions and swimming is predominantly a club sport. Thus a higher percentage of professional physical educators and recreationists are involved in administrative positions with volleyball, as opposed to swimming. In this study no difference was found in the number of sport administrators employed on a full time basis in physical education, sport or recreation, representing institutional sports and those similarly employed who represent non-institutional sports. This, however, may be a result of the smaller

number of respondents from each sport. Although no figures were available for comparison the 21.2% of sport administrators who were employed, or had been employed, in sport, physical education or recreation appears to be higher than the provincial average.

Occupation

Administrators were asked to give their job title and a brief description of their job responsibilities. On the basis of their responses they were assigned an index from the Blishen socioeconomic index for occupations in Canada (Blishen and McRoberts, 1976). Students and housewives are not ranked in the Blishen index and consequently they were excluded from this analysis, as were any respondents whose answers were too vague to be classified. The Blishen index ranges from 23 to 75. Fifty-nine percent of all classifiable respondents had an index of over 60. Blishen in 1967, in his article on social class and opportunity in Canada, noted that 9% of the population of the Province of Alberta scored over 60 on his index. Taking into account the time difference between Blishen's research and this study, it would still seem plausible to suggest that the majority of sport administrators hold high status occupations.

The lower socioeconomic occupations were very much under-represented by administrators of the provincial sport associations. This finding is consistent with previous research on the educational levels of volunteers in that they are primarily recruited from the white collar categories of the labour force. Bratton (1970) and Beamish (1978) in their studies on sport administrators both showed occupational levels similar to those found in this study.

TABLE VI

DISTRIBUTION OF SPORT ADMINISTRATORS INTO BLISHEN SOCIOECONOMIC INDEX LEVELS

Blishen Index	Sport Administrators	Population of Alberta
70+	21.0%	5%
60.00 - 69.99	38.4%	4%
50.00 - 59.99	20.2%	10%
40.00 - 49.99	6.5%	20%
30.00 - 39.99	8.7%	29%
Below 30	5.1%	33%

TABLE VII

NUMBER OF OTHER SPORT ASSOCIATIONS IN WHICH SPORT ADMINISTRATORS HELD EXECUTIVE POSITION

Blishen Index	National Level	Provincial Level	Local Level	Total
70+	1	1	11	13
60.00 - 69.99	2	3	12	17
50.00 - 59.99	0	6	10	16
40.00 - 49.99	0	0	3	3
30.00 - 39.99	1	3	5	9
Below 30	1	3	4	8

Table VII shows sport administrators who had high ranking occupations were also found to hold more executive positions in other sport associations than those who were employed in low ranking occupations.

Similarly in non-sport related voluntary associations administrators who had high ranking occupations held more memberships and occupied more executive positions than did administrators with low ranking occupations.

Administrators with low ranking occupations had their greatest number of memberships and executive involvements at the local level.

TABLE VIII

NUMBER OF NON-SPORT RELATED VOLUNTARY ASSOCIATIONS WITH WHICH SPORT ADMINISTRATORS ARE AFFILIATED

Blishen Index	National Level	Provincial Level	Local Level	Total
70+	3	4	9	16
60.00 - 69.99	4	7	34	45
50.00 - 59.99	1	4	18	23
40.00 - 49.99	0	1	6	7
30.00 - 39.99	0	1	12	13
Below 30	0	1	6	7

TABLE IX

NUMBER OF NON-SPORT RELATED VOLUNTARY ASSOCIATIONS IN WHICH SPORT ADMINISTRATORS HOLD EXECUTIVE POSITIONS

Blishen Index	National Level	Provincial Level	Local Level	Total
70+	1	1	2	4
60.00 - 69.99	4	3	15	22
50.00 - 59.99	1	4	6	11
40.00 - 49.99	0	0	5	5
30.00 - 39.99	0	1	5	6
Below 30	0	0	2	2

Social Origins

The social origins of the sport administrators were determined using the occupation of the respondent's father. The occupation was assigned an index from the Blishen socioeconomic index for occupations in Canada (Blishen and McRoberts, 1976). Only 32.6% of the executives scored above 60.00 on the index and 57% scored below 50.00.

These findings are in contrast to those of Beamish (1978) who when studying sport administrators at the national level found 51.8% of administrator's parents held high status occupations. The difference in these two findings may be a result of the two different levels of administration which were being studied.

Two explanations may be offered as to why, in this study, sport administrators show upward intergenerational mobility in regard to

career patterns. Firstly the type of people who gravitate to administrative positions in sport are usually achievement orientated (Bratton, 1970:62) and consequently possess qualities similar to those required to move upwardly in the social system. Secondly it has been suggested that sport associations provide a setting in which a person who is ambitious and wishes to be upwardly mobile may become so without being set apart by their social background or current social status (Curtis, 1959:848).

TABLE X

BLISHEN INDEX FOR OCCUPATIONS OF SPORT ADMINISTRATOR'S FATHERS

Blishen Index	Percentage of Fathers
70+	7.4%
60.00 - 69.99	25.2%
50.00 - 59.99	10.4%
40.00 - 49.99	15.6%
30.00 - 39.99	17.0%
Below 30	24.4%

Income

Approximately 33% of families and unattached individuals living in Alberta earned $22,000 or over in 1977 (Statistics Canada. Catalogue 13-206, 1977:13). Over 73% of sport administrators surveyed in this

study had total family incomes in excess of $22,000. Allowing for a 9% increase in Consumer Price Index in Canada in 1978 (Statistics Canada. Consumer Price Index, 1978), these figures still suggest a high percentage of sport administrators are in the upper income brackets.

TABLE XI

TOTAL FAMILY INCOME LEVELS OF SPORT ADMINISTRATORS

Income	Percentage
Less than $10,000	4.8%
$10,000 - $12,999	1.9%
$13,000 - $15,999	3.6%
$16,000 - $18,999	6.7%
$19,000 - $21,999	9.7%
$22,000 - $24,999	11.5%
$25,000 - $27,999	10.3%
$28,000 - $30,999	10.3%
$31,000+	41.2%

The average income in Alberta for families and unattached individuals in 1977 was $17,776. Only 14.2% of sport administrators fell below this figure. Of those who did approximately half were students involved in tertiary education. With these findings and those on education levels and occupations it becomes very apparent that provincial sport administrators are generally from the higher

socioeconomic levels. One reason which may be offered for this high income level among sport administrators is that only those who have substantial finances take on administrative positions since involvement in this area usually necessitates a fairly large expenditure of personal funds.

Ethnic Background

The four largest ethnic groups in the Provin of Alberta were those most frequently reported by the responding sport administrators. The figure of 64.8% of respondents with a British background was significantly greater ($p < .05$) than the provincial figure of 46.7%.

TABLE XII

ETHNIC BACKGROUND OF SPORT ADMINISTRATORS

Ethnic Group	Executive Members	Population of Alberta *
British Isles	64.8%	46.7%
French	5.5%	5.8%
German	7.3%	14.2%
Ukranian	5.5%	8.3%
Other	16.9%	25.0%

* Source Statistics Canada Catalogue 97-723
Vol.I, Part 3, 1973.

This phenomenon may relate to the fact that the British are Canada's oldest and most established ethnic group as well as to the fact that traditionally Great Britain has always had a strong sporting tradition. The findings in this study are consistent with those of Bratton, who also found a large percentage of sport administrators to be of British origin.

Religious Affiliations

Although the percentages differed, the five most frequently reported religious affiliations of the sport administrators were those which occurred most frequently among the provincial population.

TABLE XIII

RELIGIOUS AFFILIATION OF SPORT ADMINISTRATORS

Religious Affiliation	Sport Administrators	Population * of Alberta
Anglican	25.5%	10.5%
Lutheran	7.9%	8.2%
Presbyterian	4.8%	3.5%
Roman Catholic	18.2%	24.0%
United Church	19.4%	28.1%
No Religion	13.9%	6.7%
Other	10.3%	19.0%

* Source Statistics Canada Catalogue 92-724

Vol.I, Part 3, 1973.

When compared with the population of the province it was found that in this study there was a significantly greater ($p < .05$) number of sport administrators who were affiliated with the Anglican Church. This factor may be allied with the large percentage of those from a British background.

Size of Community Lived In

The data for this area of study was taken from the original sampling list, not from the returned questionnaire. Of the 238 sport administrators approximately 83% lived in the two major cities in the province. This figure is significantly greater ($p < .05$) than the 50.4% of the population of the province who live in one of these two major cities (Edmonton Municipal Affairs. Inspection and Advisor Service Branch, 1978). This finding may suggest a tendency towards a centralization of the Provincial Executive. The Alberta Department of Recreation and Parks, Sport and Fitness Section has encouraged the decentralization of the sport associations' programs and services by the use of zone representatives on the provincial executive (Haslam, 1979). Despite this it would seem that the sport associations have not responded to this encouragement, since the findings of this study shows that a disproportionately large percentage of administrators live in one of the two major cities in the province.

Beamish in his study of national level sport administrators found similar results to this study, with 78% of the administrators being recruited from the major urban centers in Canada, and additionally 43.8% recruited from Canada's five largest cities. These findings

compare to figures of 51.1% and 35.7% respectively for the national population.

Length of Residence in Present Community

TABLE XIV

SPORT ADMINISTRATORS LENGTH OF RESIDENCE IN PRESENT COMMUNITY

Number of Years	Percentage	Cumulative Percentage
0 - 3	12%	12%
4 - 6	13%	25%
7 - 9	10%	35%
10 - 12	13%	48%
13 - 15	7%	55%
16 - 18	6%	61%
19 - 21	11%	72%
22 - 24	3%	75%
25 - 27	6%	81%
28 - 30	4%	85%
30+	15%	100%

The mean length of time which sport administrators had lived in their present community was 17.4 years. Nearly 88% had lived there for four or more years tending to suggest that stability in place of residence may be an asset in attaining executive status, or that stability with respect to residence permits people more time to become

involved in voluntary associations.

Sport Administrators Involvement in the Sport in Which He/She is a Member of the Provincial Executive

Position

TABLE XV

POSITIONS HELD BY SPORT ADMINISTRATORS

Position	N	Percentage
President	33	20.0%
Vice-President	30	18.2%
Secretary	22	13.3%
Treasurer	21	12.7%
Secretary-Treasurer	12	7.3%
Past President	16	9.7%
Coaching Related Positions	13	7.9%
Officiating Related Positions	5	3.0%
Other	13	7.9%

Table XV shows the positions held by the 165 sport administrators. Of the positions held by sport administrators the only one which had a greater number of females than males was that of secretary. The reason for this may be attributed to the fact that traditionally

secretarial duties have been the task of women, whereas other administrative tasks have been a male domain. In the senior administrative positions of Past President, President and Vice-President women were represented although to a much lesser extent that their male counterparts. This under-representation is further emphasized when we take into account those sport associations which are exclusively female or traditionally have predominantly female memberships. We find 5 of the 8 female Presidents, all of the 4 female Past Presidents and 4 of the 9 female Vice-Presidents are in these type of associations.

TABLE XVI

SPORT ADMINISTRATORS POSITIONS BY SEX

Position	Percent Male	(N)	Percent Female	(N)
President	75.8%	25	24.2%	8
Vice-President	70.0%	21	30.0%	9
Secretary	36.4%	8	63.6%	14
Treasurer	66.7%	14	33.3%	7
Secretary-Treasurer	75.0%	9	25.0%	3
Past President	75.0%	12	25.0%	4
Coaching Related Positions	61.5%	8	38.5%	5
Officiating Related Positions	60.0%	3	40.0%	2
Other	76.9%	10	23.1%	3

With the possible exception of officiating positions, the age of the sport administrators seems to have little influence on the positions they held. The small number of respondents in officiating positions makes it difficult to draw any definite conclusions. It is nevertheless interesting to note that no one under the age of 40 held an officiating-related position. This fact may be due to the experience which is needed in officiating before one can attain these types of positions. It is also interesting to note that 4 respondents held the position of Past President, although they were still less than 30 years of age.

Education, Income and Marital Status of the sport administrators seemed to have no relation to the position they held. Treasurers and those in coaching related positions had the highest percentage of occupations in the upper levels (above 60 on the Blishen index) with 72.2% and 77.7% respectively. This compares to only 9% of the provincial population who scored above 60 on the Blishen index. In the case of those in coaching related positions this may be partially due to the fact that a number of these people work in institutes of higher education, where part of their responsibility is also coaching intercollegiate teams.

Number of Years Involved in the Sport

Over 90% of all sport administrators had been involved in their sport for four or more years. Female administrators tend to have been involved slightly less time than their male counterparts. The mean length of time for involvement of males was 15.9 years and 14.6 years for females.

When broken down by positions it was found that presidents and those in officiating related positions had spent the longest amount of time involved in their sport. The mean length of time for president was 17.9 years and for those in officiating related positions 19.6 years. The figure for the latter case may be slightly misleading due to the small number of respondents (5).

Number of Years Involved in Provincial Association

Nearly 70% of sport administrators had been in their provincial associations for 6 years or less. Males tended to be involved slightly longer than females, the mean length of time for males being 7.3 years and for females 5.7 years. Presidents and those in coaching related positions had spent the longest length of time in their association, the mean length of time being 7.9 years for both. Past presidents ranked next with a mean time of 7.6 years.

Positions Which Sport Administrators Held in Their Provincial Association Prior to Assuming Their Current Executive Position

Fifty-five percent (91) of all sport administrators had held one or more executive positions prior to assuming their current position. (See Table XVII). The total number of positions held by the 91 sport administrators was 146. With the exception of past presidents who for obvious reasons had all held a position prior to their current one, the two positions which had the highest percentage of sport administrators who had held other executive positions, were president (64%) and vice-president (60%). Only 33% of treasurers had held an executive postion prior to becoming treasurer and of those who had, 42.8% held

the same position and a similar percentage had been president of the association. With the exception of a large number of vice-presidents moving to the position of president there appeared to be no hierarchy of positions in the sport association. In most positions the average amount of time for which executive members had held these prior positions was slightly over 2 years. Coaching related positions, secretary-treasurer and other positions were the exception to this. In the case of secretary-treasurer the data may be misleading because only 2 people had held this position. Coaching related positions are usually undertaken for a greater length of time as in order to build a successful team or coaching program the person responsible has to spend several years of his/her life. The mean figure for other positions was raised by those people who had been newsletter editors, representatives to a national body, etc. for several years. The mean time for holding a position was just over 2 years. This is consistent with the fact that most sport organizations make their executive appointments for a 2 or 3 year term.

How Long Sport Administrators Have Been Involved in Their Current Executive Position

Slightly over 80% of all sport administrators had been in their current executive position for 3 years or less. As would be expected those in coaching related positions had the longest involvement time with a mean of 4.5 years, secretary-treasurers reported a mean time of 3.6 years and all other positions ranged between 1 and 3 years.

TABLE XVII

POSITIONS WHICH SPORT ADMINISTRATORS HAVE HELD IN THEIR PROVINCIAL ASSOCIATION PRIOR TO ASSUMING THEIR CURRENT EXECUTIVE POSITION

Number of Sport Administrators	Current Position	No. Holding Any Position Prior to Current Position	Total No. of Positions Held	Most Frequently Held Position	No. Holding Position
33	President	21	29	Vice-President	12
30	Vice-President	18	26	"Other Positions"	12
22	Secretary	12	18	"Other Positions"	6
21	Treasurer	7	11	President/Treasurer	3
12	Secretary-Treasurer	5	8	"Other Positions"	3
16	Past President	16	31	President	16
13	Coaching Related Positions	6	9	Vice-President/"Other Positions"	3
5	Officiating Related Positions	2	2	Officiating Related Positions/"Other Positions"	1
13	Other Positions	4	12	President/Vice-President/ Past President/Coaching and Officiating Related Positions/"Other Positions"	12

Number of Hours Per Week Which Sport Administrators Spend on Their Sport

TABLE XVIII

MEAN NUMBER OF HOURS SPENT BY SPORT ADMINISTRATORS

Category	In Season	Out of Season
As an Administrator	9.3	5.6
As a Coach	8.9	4.9
As a Player	7.7	3.7
As an Official	5.7	5.2*
Other Capacities	6.0	5.0

* This figure includes one respondent who answered 48 hours/week for this question. If this response is regarded as erroneous then the mean becomes 3.2 hours.

As would be expected sport administrators had their greatest involvement time-wise both during the season and out of season in administrative tasks. It is interesting, however, to note that the amount of time spent on coaching, officiating, playing and other involvements in the sport were only slightly less than that time spent on administration. Apart from administration, coaching occupied the greatest number of weekly hours of the sport administrators time in season. Bratton also found coaching to occupy a large portion of time. As would be anticipated responsibility during the season consumed more time than the same responsibilities out of season.

TABLE XIX

MEAN NUMBER OF HOURS SPENT BY MALE AND FEMALE SPORT ADMINISTRATORS

Category	In Season		Out of Season	
	Male	Female	Male	Female
As an Administrator	9.1	9.6	5.6	5.5
As a Coach	9.2	8.4	5.3	4.2
As a Player	7.8	7.3	4.2	3.1
As an Official	6.1	4.7	6.3	2.8
Other Capacities	6.3	5.7	6.0	3.3

As Table XIX shows in most categories the difference in the amount of time males and females devote to that particular category is very small. This is consistent with Booth's (1972) finding on non-sport related volunteers that time commitment among males and females is about the same. The only two categories which show a marked difference are those of out of season official and out of season other capacities. The difference in the out of season official category may be that one male indicated 48 hours involvement per week. If this is considered as erroneous the mean becomes 3.3 hours per week. The only explanation for the difference between males and females in out of season other capacities is the small number of females (4) in that category. Only in one category -- in season as an administrator -- do females spend more time than males.

With the exception of time as a player single people commit less time in all categories to their roles as sport administrators than do those who are married. This can possibly be attributed to the opportunities for socializing that direct active involvement in a sport provides, a factor which may be more important to those who are single than those who are married.

Presidents and those in the 'other capacities' category spend the greatest amount of time as administrators both in and out of season. Vice-presidents and,as would be expected, those in coaching related positions spend the most time on coaching. No reason is available as to why vice-presidents spend this amount of time on coaching. There seems to be no distinguishable trend in the time different executive members spend as a player. Those in officiating related positions spend the greatest amount of time as officials.

The age of the sport administrators appears to have no noticeable affect on the amount of time they spend as a coach, official or in the 'other capacities' category. During the season administrators spend more time on their administrative tasks,and this increases with age. The amount of time spent by sport administrators as a player out of season gradually declines with age until after 44 years virtually no time is spent. This may be a result of older people playing their sport merely for fun and consequently not spending time in training, at camps, etc. out of season. In contrast, the younger players are more competitive in their play and consequently spend time during the off season training.

Sport Administrators Areas of Responsibility When First Recruited to Their Provincial Association

TABLE XX

SPORT ADMINISTRATORS AREAS OF RESPONSIBILITY WHEN FIRST RECRUITED TO THEIR PROVINCIAL ASSOCIATION

Areas of Responsibility	N	Percentage
Player	88	20.7%
Coach	78	18.4%
Official	99	23.3%
Manager	35	8.2%
Parent or Relative of a Participating Athlete	60	14.1%
Retired Player	17	4.0%
Retired Coach	7	1.6%
Retired Official	3	0.7%
Retired Manager	4	0.9%
Not involved but recruited by a club, an individual, or the association	8	1.9%
Other	27	6.2%

N.B. N is greater than 165 as respondents could check more than one answer.

A large number of sport administrators indicated that they were involved as active officials, active players, active coaches, or parents or relatives of participating athletes, when they were first

recruited into their provincial association. Bratton, in his study of volleyball and swimming administrators, found 18.5% to be players, 19.2% to be coaches, 39.4% to be parents or relatives of participating athletes and 7.3% to be officials. It should be noted, however, that only one category was checked in Bratton's study, whereas, in this study, multiple responses were allowed.

TABLE XXI

MALE AND FEMALE SPORT ADMINISTRATORS AREAS OF RESPONSIBILITY WHEN FIRST RECRUITED

Area of Responsibility	Males	Females
Player	61	27
Coach	53	25
Official	74	25
Manager	24	11
Parent or Relative of a Participating Athlete	36	24
Retired Player	15	2
Retired Coach	6	1
Retired Official	3	0
Retired Manager	3	1
Not involved but recruited by a club, an individual, or the association	7	1
Other	15	12

These findings on area of involvement when first recruited agree with

Booth and Babchuk's (1969) theory that people are recruited into voluntary associations mainly through personal contact. Nearly all sport administrators who responded in the 'other' category listed local club official or a similar title for this area of responsibility. When the sport administrators' area of responsibility when first involved is broken down by sex, it can be seen that very few retired female coaches, players, officials, or managers undertake administrative responsibilities with their provincial association.

Number of Years Sport Administrators Have Been Involved in the Major Areas of Their Sport

TABLE XXII

NUMBER OF YEARS SPORT ADMINISTRATORS HAVE BEEN INVOLVED IN THE MAJOR AREAS OF THEIR SPORT

	Administrator	Coach	Player	Official	Other
Mean Length of Time in Years	6.6	7.3	15.0	7.6	7.5

As might be expected, sport administrators have spent the largest amount of time (in their sport) as players. It should be noted, however, that they had also spent considerable time as coaches, officials and in other roles with their sport. As administrators they have had the least amount of experience. Males had been involved longer than females in all categories except that of an official, where females had a mean time of 8.5 years involvement as compared with the male average of 7.3

years. Presidents had the most experience as administrators with 7.6 years.

Sport Administrators Highest Level of Involvement in Their Sport

TABLE XXIII

SPORT ADMINISTRATORS HIGHEST LEVEL OF INVOLVEMENT IN THEIR SPORT

Level of Involvement		Area of Involvement			
		Coach	Player	Official	Administrator
Recreational	N =	6	10	1	2
	Mean No. of Years =	7.0	14.3	3.0	1.0
Local		23	15	10	2
		4.7	8.7	3.3	6.5
Area		13	12	9	2
		4.2	7.7	4.6	5.0
Provincial		25	29	31	92
		4.8	8.8	6.1	3.7
Regional		5	6	4	8
		3.4	4.2	2.0	4.4
National		9	27	31	39
		4.4	5.0	4.3	3.5
International		7	14	18	9
		5.9	4.3	5.1	4.1
Professional		4	1	2	2
		8.0	4.0	3.0	4.5

Sport administrators were asked to indicate their highest level of involvement and how long they had been involved at this level as coaches, players, officials and administrators.

The most frequently cited level for all areas of involvement was the provincial level with 25 administrators having coached at this level, 29 having played, 92 having been administrators and 31 having been officials (a similar figure was recorded for those who had officiated at the national level). The number of sport administrators who had experienced officiating at a high level is consistent with the high number who cited "official" as one of their areas of responsibility when first recruited to their association. The sport administrators who do officiate at a high level may have to participate in international competitions. Since a number of these are held outside the normal season, this may help explain the large amount of time spent out of season as an official. There is no obvious reason for the large number of sport administrators who hold officiating positions in their sport. It may, however, be that the two situations fulfill similar needs. The position of sport administrator allows the individual a certain amount of status and control within the association. Similarly the position of an official (referee or umpire) may afford the person a chance for the same type of status and control in the game situation. When the male and female sport administrators were compared it was found that males had participated more than females, particularly at the higher levels. Males had also been involved longer in every category with the exception of officiating.

When the sport administrators involvement was compared according to the position they held it was found that in coaching vice-presidents had the greatest involvement at the national level and above. As players, 7 presidents, 7 vice-presidents, 7 secretaries, and 7 past presidents had participated at or above the national level in their respective sports. As officials and administrators presidents had the greatest involvement at the upper levels with 11 having officiated at the national level or higher and 32 having been administrators of their sport at these same levels.

If involvement at the provincial level and above is considered, it can be seen that with very few exceptions in every category presidents, vice-presidents and past presidents have the most involvement. Bratton (1970:86) has suggested that the higher the level at which an administrative position is held, the more competitive are the individuals holding the positions. He based this suggestion on the fact that he found those administrators who held office at a higher level had also competed at a higher level and had been more successful in their sport than those at the lower levels. In this study a similar finding would seem to exist between the positions held. The higher status positions of president, vice-president and past president being filled by individuals having attained the higher levels in their sport as players, coaches, officials and administrators.

Sport Administrators Current Level of Involvement in Sport

As would be expected the most frequent response was that of administrator at the provincial level. It can be seen from Table XXIV that

a fairly large number of sport administrators are also active as players, coaches and officials at all levels.

TABLE XXIV

SPORT ADMINISTRATORS CURRENT LEVEL OF INVOLVEMENT IN THEIR SPORT

Level of Involvement	Area of Involvement			
	Coach	Player	Official	Administrator
Recreational N =	14	27	11	19
Local	34	27	44	36
Area	21	28	38	32
Provincial	32	37	59	165
Regional	12	13	21	22
National	13	18	38	38
International	7	3	14	7
Professional	5	0	3	3

N.B. Totals are greater than 165 because respondents were allowed to check more than one response.

Active coaches at the higher levels tend to come from the 30-50 year age bracket. Only 2 coaches at national level or above were over 50 years of age. The majority of players competing at national or international levels were younger than 35 years, although 4 were over 50 years. The majority of officials and administrators at the higher levels were over 40 years of age.

Presidents, vice-presidents and past presidents had more involvements at higher levels than all other positions combined. This fact again seems to emphasize the relationship between the competitiveness of the individual and the higher status position held by these individuals.

Members of the Sport Administrator's Family Involved in His/Her Sport

TABLE XXV

MEMBERS OF THE SPORT ADMINISTRATOR'S FAMILY INVOLVED IN HIS/HER SPORT

Member of the Family		As a Player	Coach	Official	Administrator	Other (Please Specify)
Spouse	N =	28	18	28	34	8
Son(s)		42	12	16	2	2
Daughter(s)		41	11	10	3	1
Father		7	1	2	1	0
Mother		2	1	0	0	1

Table XXV shows the involvement of the sport administrator's family in his/her sport. A number of sport administrators have son(s) or daughter(s) involved particularly in a playing capacity. No information is available as to whether the sport administrators became involved because of their son's or daughter's interest or vice-versa. Only a small number of sport administrators had parents who had been involved or were currently involved in their sport in any capacity. A greater number of female administrators had spouses who were coaches

or officials as compared with their male counterparts. More male sport administrators, however, had spouses who were players or administrators than did the female respondents. This may be a reflection of the fact that males often coach and officiate female games, but the reverse is rarely seen. Male sport administrators were more likely to have sons involved in their sport than were female sport administrators, and female sport administrators had more daughters involved than did males.

Sport Administrators Involvement In Executive Positions In Other Sport Associations

Sixty-three (38.2%) of the sport administrators held one or more executive positions in other sport or multi-sport associations.

TABLE XXVI

NUMBER OF EXECUTIVE POSITIONS HELD BY SPORT ADMINISTRATORS IN OTHER SPORT OR MULTI-SPORT ASSOCIATIONS

Number of Associations	Percentage	N = 165
0	61.8%	102
1	31.5%	52
2	6.1%	10
3	0.0%	0
4	0.6%	1

The 63 administrators had a total of 76 involvements as executives in

other sport associations. Seven were at the national level, 20 at the provincial level and 49 at the local level. There was little difference in male and female involvement at the national and provincial levels, however, at the local level males had more than twice as many involvements as females. Age seemed to be a factor in involvement at the national level in that only 1 person under 40 years of age held a national level executive position. At the provincial and local levels age seemed to be less a factor with respect to involvement, although the majority of those involved still came from the middle and upper age brackets.

Socioeconomic status and marital status did not appear to be different between the three different levels. A high percentage of sport administrators at each level were married and came from the upper socioeconomic levels.

Presidents held the greatest number of executive positions in other sport associations with 14 (18.4%) of the total involvements.

Number of Hours Spent per Week on Executive Position With Other Sport Associations

On the average sport administrators spent 4.1 hours per week involved with their commitments to other voluntary sport associations. This figure is less than the mean time spent by sport administrators on their sport both in season (8.0 hours/week) and out of season (5.2 hours/week). There was no difference in the amount of time spent by males and females on these other sport executive positions. Single, widowed and divorced sport administrators spent more time in their

other voluntary capacities as compared with those sport administrators who were married.

Three measures of socioeconomic status (education, family income and occupation) all showed that the lower socioeconomic levels spent nearly twice as much time on these other sport executive positions as did those from the upper socioeconomic levels.

Sport Administrators Involvement in Non-Sport Related Voluntary Associations

Eighty-three (approximately 50.0%) of the sport administrators held at least one membership in a non-sport related voluntary association.

TABLE XXVII

NUMBER OF ACTIVE MEMBERSHIPS IN NON-SPORT RELATED VOLUNTARY ASSOCIATIONS

Number of Associations in Which a Member	Percentage	N = 165
0	48.8%	82
1	28.4%	47
2	15.8%	26
3	4.8%	8
4	0.6%	1
5	0.6%	1

This figure is lower than that found by Bratton (1970) and Beamish (1978), however, no indication is given in these studies as to whether

or not other sport associations were included in their count of other voluntary associations. If they were included then the findings would be similar to those in this study.

Forty-three (26.0%) sport administrators held one or more executive positions in these non-sport related voluntary associations.

TABLE XXVIII

NUMBER OF EXECUTIVE POSITIONS HELD IN NON-SPORT RELATED VOLUNTARY ASSOCIATIONS

Number of Associations in Which Executive Position Held	Percentage	N = 165
0	74.0%	122
1	19.4%	32
2	4.8%	8
3	1.2%	2
5	0.6%	1

The 43 sport administrators held a total of 132 memberships. Nine were at the national level, 19 at the provincial level and 104 at the local level. Of these 6 of the 9 who held memberships at the national level, 10 of the 19 at the provincial level and 42 of the 104 at the local level also held executive positions in these associations. Males had more memberships and held more executive positions at all three levels. No difference was noted in male and female involvement between national, provincial and local levels. At all 3 levels those

from the middle and upper age brackets held more memberships and more executive positions than those from the lower age groups.

At the national level approximately 80% of those involved were from the upper income brackets and the higher status occupations. At the provincial and local levels approximately 55% were from similar income and occupational categories. Presidents held the largest number of memberships with 29, vice-presidents ranked second with 24, but they held the largest number of executive positions with 17. Presidents were second with respect to number of executive positions held with 12.

Number of Hours Per Week Spent on Non-Sport Related Voluntary Associations

The mean amount of time which sport administrators spent on non-sport related voluntary associations was 5.7 hours per week. This was more time than executive members spent out of season on their sport related positions and more than they spent on other sport executive positions. Females spent slightly more time on other voluntary associations than did males, the mean amount of time being 6.1 hours per week and 5.4 hours per week respectively. Differences in age and marital status seem to have no bearing on the time spent. Vice-presidents, with 9.5 hours per week spent more time than other positions. This figure, however, may be partially influenced by the number of executive positions which they held.

The higher socioeconomic levels spent more time on these non-sport related voluntary associations than did those from the lower socioeconomic levels. This fact is in contrast to the findings on involvement as an executive member in other sport associations. A

possible reason for this large amount of time spent by those from the upper socioeconomic levels on non-sport related voluntary associations is that these associations may be the service club type of association and they are often used for business contacts. Those from the lower socioeconomic levels are usually employed in occupations that do not require the establishment of these contacts consequently they spent less time on these type of associations and more on the sport associations.

Summary

Several interesting findings arise from this study.

The first concerns the higher number of males who participated as volunteer administrators in sport associations. This higher number of males has often been attributed to socialization. The recent advancement of the women's movement in sport may ultimately have an affect on the number of females who undertake administrative positions in sport.

The socioeconomic status of the sport administrators was far higher than the provincial average. Approximately 44% of sport administrators had a university degree whereas only 7.4% of the province had a similar qualification. Over 70% of the sport administrators had a family income of over $22,000. Less than 35% of the provincial population in Alberta fell into that income bracket. On the Blishen socioeconomic index for occupations 59.4% of administrators scored over 60. This compares to 9.0% for the population of the province. These findings

are consistent with a number of studies which have reported that volunteers come predominantly from the upper socioeconomic levels.

A large number of the sport administrators were married and they came predominantly from the upper age groups. There was a high proportion with a British ethnic background. Most sport administrators lived in one of the two major cities in the province and showed stability in their place of residence.

Sport administrators had generally spent many years in their sport. The mean amount of time being 15.5 years. The longest time was spent as a player with a mean of 15 years. Males had been involved longer than females in nearly all capacities.

A number of sport administrators indicated that they had officiated or currently officiated at national level or above. Also 'official' was the most frequently cited 'area of responsibility when first recruited to the provincial association.' No reason was apparent for this high number of sport administrators who had high level officiating experience. It was suggested, however, that the two situations may fulfill similar needs. Both positions allow the individual a certain amount of status and control and consequently those who are attracted to officiating positions are also attracted to administrative positions.

The sport administrators who occupied the higher status positions of past president, president and vice-presidnet also had attained the highest level of involvement in their sport. Bratton (1970:86), comparing national, provincial and local level sport administrators, found that the higher level at which an administrative position was held the more competitive the individual holding the position. In

this study a similar finding appears to exist between positions held. Those in the higher status positions of past president, president and vice-president had achieved the higher level in their sport. The people in these positions were also the ones who held the greatest number of executive positions in other sport associations and the greatest number of memberships and executive positions in non-sport related voluntary associations.

A large number of sport administrators were still active as players, coaches and officials. Many had some member of their family, particularly children, who were involved in their sport.

These findings, along with others from this study, provide us with a description of the volunteer sport administrator. At the start of this study it was stated that there was a dearth of information on volunteers in amateur sport. This study will help to alleviate some of that dearth.

It was also noted that Mitchelson (1979) had proposed a model which provided a framework for enquiry into sport volunteers and volunteer sport associations. One of the components of this model was the individuals who comprised the sport associations. These individuals may be categorized into subgroups within amateur sport. This study provided information on one of these subgroups, the volunteer sport administrator. With the information from this study we may make comparisons between the volunteer administrator and other subgroups within sport. We may also compare with similar groups from outside sport. The information generated helps clarify one aspect of the Mitchelson model. When all the aspects of the model are thoroughly

researched then we will understand more clearly the phenomenon we call amateur sport. This understanding will enable us to assist those involved in amateur sport in providing a more effective and efficient product.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The purpose of this study was to investigate selected characteristics of volunteer sport administrators. Four major areas were identified as being necessary for study. These were:

i) information on the sport administrators' biographic and demographic characteristics;

ii) information on the sport administrators' involvement in the sport in which he/she is a member of the provincial executive;

iii) information on the sport administrators' involvement in executive positions with other sport associations; and

iv) information on the sport administrators' involvement in non-sport related voluntary associations.

One hundred and sixty-five volunteer sport administrators completed the questionnaire which provided information on the four areas of study. The data was analyzed using the frequencies, breakdown and cross-tabulations programs from the S.P.S.S. suite of programs. Appropriate statistics were computed as needed.

Conclusions

This section deals with the four areas of study which were identified. The major conclusions from each area are briefly outlined.

Biographic and Demographic Characteristics of Sport Administrators

Several characteristics were studied. The analysis of the data revealed that volunteer administrators in sport associations have similar characteristics to volunteers in other contexts. Males predominate as volunteer sport administrators and they were mostly from the middle and upper age brackets. The majority were married and from the upper socioeconomic levels. A large number of administrators showed upwardly intergenerational mobility in terms of occupation. A large percentage had British ethnic backgrounds and lived in one of the two major cities in the province. Most had lived in their current place of residence for 5 or more years.

Sport Administrators Involvement in the Sport in Which They are a Member of the Provincial Executive

The mean length of time for sport administrators to be involved in their sport was 15.5 years, although 70% had been involved in their provincial sport association for 6 years or less. Fifty-five percent had held an executive position prior to their current executive position. Those in the senior executive positions of past president, president and vice-president having held the most positions. Administration, as would be expected, took up most of the administrator's time in season and out of season, although coaching consumed nearly as much time,

particularly in season. A large number of administrators had been active players, coaches or officials when they were first recruited into an executive position with their provincial association. The area of their particular sport that administrators had spent the most time involved in was in a playing capacity. Nearly half had played at the provincial level or higher, and a similar number had officiated at this level or higher. Apart from being active in their provincial sport administration, a large number of administrators were still active players, coaches and officials. Most administrators had some other member of their family involved in their sport, particularly their son(s) or daughter(s).

Sport Administrators Involvement in Executive Positions With Other Sport or Multi-Sport Associations

Nearly 40% of the sport administrators held 1 or more executive positions in other sport or multi-sport associations, the majority of these being at the local level. Presidents held the largest number of these executive positions. The amount of time administrators spent on these other sport associations was less than they spent either in or out of season on the sport in which they are a member of the provincial executive.

Sport Administrators Involvement in Non-Sport Related Voluntary Associations

Approximately half of the sport administrators held memberships in non-sport related voluntary associations and 26% held executive positions in these associations. The majority of these associations were at the local level. Presidents and vice-presidents held the

largest number of memberships and executive positions. The amount of time which administrators spent on these associations was not as much as they spent on their sport associations.

Recommendations

For Sport Governing Bodies

The study has provided information on the type of people who are involved in administrative positions in amateur sport. The following recommendations may be made to Amateur Sport Governing Bodies in terms of Administrative Positions:

i) No one under the age of 20 years held an administrative position. Representation from the younger members of the sport association should be encouraged.

ii) Females are under-represented in administrative positions, particularly females who have retired from active participation in their sport. These type of people should be encouraged to undertake administrative positions.

iii) Each Sport Governing Body should examine the distribution of its executive throughout the province. More representation from the smaller urban and rural areas of the province is needed.

iv) Sport administrators came from the upper socioeconomic levels. Sport Governing Bodies should investigate the cost of holding an administrative position since this may be detering those from the lower socioeconomic levels to undertake these type of positions.

For Further Study

i) This study was restricted to volunteer sport administrators at the provincial level. Other studies should look at the national and local levels, comparisons should be made between levels.

ii) This study was restricted to those volunteer sport administrators in the Province of Alberta. Alberta is unique in its political, social and economic characteristics. Other studies should examine the characteristics of volunteer sport administrators in other provinces where their roles and duties may be different from their counterparts in Alberta.

iii) This study looked at only a few administrators from many sports. Consequently few conclusions could be drawn about differences between sports. Other studies should be carried out where only a small number of sports are surveyed, but the number of volunteer administrators from each sport is large enough to draw conclusions about difference and similarities between sports.

iv) This study was confined to one of the subgroups within sport. Other studies of a similar nature should be undertaken to look at other subgroups within sport.

v) This study was restricted to only one area of one of the components of Mitchelson's model. Other areas from all components of the model should be studied in order to fully understand the component parts and their interactions.

vi) That a study be undertaken to assess the effectiveness of voluntary sport associations. This study would attempt to determine what characteristics of the association and its membership contribute to the effectiveness of the association.

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APPENDIX A

LETTERS OF EXPLANATION

LETTER OF EXPLANATION TO VOLUNTEER SPORT ADMINISTRATORS LIVING IN OTHER AREAS

DEPARTMENT OF PHYSICAL EDUCATION

FACULTY OF PHYSICAL EDUCATION AND RECREATION

May 30, 1979

Dear Sport Administrator:

I am writing to solicit your help with a study which I am undertaking at the University of Alberta. I am attempting to develop a profile of the types of persons who volunteer for the task of an executive member of a provincial sport governing body. To help me with this study, I would be grateful if you would complete the enclosed questionnaire and return it to me in the enclosed stamped self-addressed envelope.

The Sport and Fitness Section of the Provincial Government has been consulted regarding this study and they are anxious to review my findings.

Since I require a large percentage of returns to make the study meaningful, I would appreciate it if you could complete the questionnaire at your earliest convenience.

I can assure you that your answers will be treated confidentially and will not be associated with your identity.

Thank you for your anticipated assistance.

Yours sincerely,

T. Slack

Trevor Slack

TS/hh
encl.

THE UNIVERSITY OF ALBERTA, EDMONTON, CANADA T6G 2H9

LETTER OF EXPLANATION TO VOLUNTEER SPORT ADMINISTRATORS LIVING IN EDMONTON OR CALGARY

DEPARTMENT OF PHYSICAL EDUCATION

FACULTY OF PHYSICAL EDUCATION AND RECREATION

May 30, 1979

Dear Sport Administrator:

I am writing to solicit your help with a study which I am undertaking at the University of Alberta. I am attempting to develop a profile of the types of persons who volunteer for the task of an executive member of a provincial sport governing body. To help me with this study, I would be grateful if you would complete the enclosed questionnaire. I will be phoning you in the next few days in regard to the possibility of picking up the completed questionnaire.

The Sport and Fitness Section of the Provincial Government has been consulted regarding this study and they are anxious to review my findings.

Since I require a large percentage of returns to make the study meaningful, I would appreciate it if you could complete the questionnaire at your earliest convenience.

I can assure you that your answers will be treated confidentially and will not be associated with your identity.

Thank you for your anticipated assistance.

Yours sincerely,

T. Slack

Trevor Slack

TS/hh
encl.

APPENDIX B

QUESTIONNAIRE

THE UNIVERSITY OF ALBERTA

FACULTY OF PHYSICAL EDUCATION & RECREATION

Questionnaire Number | | | |

Please respond to the following questions by checking the correct answer(s) or writing the appropriate response in the space provided.

Biographic and Demographic Information

1. *Sex:*

Male _____ (1) Female _____ (2)

2. *Age:*

Less than 20 yrs. ..... _____ (01)
20 - 24 yrs ..... _____ (02)
25 - 29 yrs ..... _____ (03)
30 - 34 yrs ..... _____ (04)
35 - 39 yrs ..... _____ (05)
40 - 44 yrs ..... _____ (06)
45 - 49 yrs ..... _____ (07)
50 - 54 yrs ..... _____ (08)
55 - 60 yrs ..... _____ (09)
60 + yrs ..... _____ (10)

3. Your present *marital status:*

Married ..... _____ (1)
Single ..... _____ (2)
Widowed ..... _____ (3)
Divorced or separated ..... _____ (4)

4. The *highest* level of *formal education* which you have completed:

Elementary School ..... _____ (1)

Some High School ..... _____ (2)

Completed High School ..... _____ (3)

Some Post Secondary Education i.e.

Trade or business school, agricultural college, technical institute or junior college _____ (4)

Completed Post Secondary Education i.e.

Trade or business school, agricultural college, technical institute or junior college _____ (5)

Some University ..... _____ (6)

Completed an undergraduate degree at a University ..... _____ (7)

Undertaken Graduate Study at a University _____ (8)

Completed Graduate Study at a University _____ (9)

Other (Please specify) ..... _____ (10)

_____

_____

5. If your answer to Question 4 was Completed Post Secondary Education, Completed an Undergraduate Degree at a University, Undertaken Graduate Study at a University or Completed Graduate Study at a University, please indicate your *major field(s)* of study.

_____

_____

_____

_____

6. Have you ever been *employed on a full time basis* in either the field of Sport, Physical Education or Recreation?

Yes _____ No _____

7. *Occupation:* Please indicate your present *job title* and a brief description of your *job responsibilities.* (e.g. elementary school teacher - half of my teaching responsibilities in physical education).

_____

_____

_____

8. *Father's Occupation:* Please provide your father's *job title* and a brief description of his *job responsibilities.* Give the job in which he was/or has been employed for the greater part of his life.

_____

_____

_____

9. Your present *total* family income, i.e. the income of the primary wage earner plus the income of his/her spouse. If respondent is not the primary wage earner or spouse, he/she should list the income figure as determined in the previous sentence.

Less than $10,000 per year ..... _____ (1)

$10,000 - $12,999 per year ..... _____ (2)

$13,000 - $15,999 per year ..... _____ (3)

$16,000 - $18,999 per year ..... _____ (4)

$19,000 - $21,999 per year ..... _____ (5)

$22,000 - $24,999 per year ..... _____ (6)

$25,000 - $27,999 per year ..... _____ (7)

$28,000 - $30,999 per year ..... _____ (8)

$31,000 + per year ..... _____ (9)

10. Your *ethnic background*: To what ethnic group did you or your ancestor on the male side of your family belong on coming to this continent.

British Isles ..... _____ (01)
French ..... _____ (02)
Austrian ..... _____ (03)
Chinese ..... _____ (04)
Czech ..... _____ (05)
Finnish ..... _____ (06)
German ..... _____ (07)
Hungarian ..... _____ (08)
Italian ..... _____ (09)
Japanese ..... _____ (10)
Jewish ..... _____ (11)
Native Indian ..... _____ (12)
Negro ..... _____ (13)
Netherlands ..... _____ (14)
Polish ..... _____ (15)
Russian ..... _____ (16)
Scandinavian - Danish, Icelandic, Norwegian, Swedish ..... _____ (17)
Slovak ..... _____ (18)
Ukranian ..... _____ (19)
West Indian ..... _____ (20)
Unknown ..... _____ (21)
Other (Please Specify) ..... _____ (22)

11. Your preferred *Religious Affiliation*:

Adventist	_____	(01)
Anglican	_____	(02)
Baptist	_____	(03)
Buddhist and Confucian	_____	(04)
Christian and Missionary Alliance	_____	(05)
Christian Reformed	_____	(06)
Churches of Christ Disciples	_____	(07)
Greek Orthodox	_____	(08)
Hutterite	_____	(09)
Jehovah's Witnesses	_____	(10)
Jewish	_____	(11)
Lutheran	_____	(12)
Mennonite	_____	(13)
Mormon	_____	(14)
Pentecostal	_____	(15)
Presbyterian	_____	(16)
Roman Catholic	_____	(17)
Salvation Army	_____	(18)
Ukranian Catholic	_____	(19)
United Church	_____	(20)
Other	_____	(21)
No Religion	_____	(22)

12. *Size of Community* in which you live:

500,000 + ... _____ (1)
100,000 - 499,999..... _____ (2)
30,000 - 99,999 ..... _____ (3)
10,000 - 29,999 ..... _____ (4)
5,000 - 9,999 ..... _____ (5)
2,500 - 4,999 ..... _____ (6)
1,000 - 2,499 ..... _____ (7)
Less than 1,000 ..... _____ (8)

The population of the following cities can be categorized as follows:

Calgary - 500,000 +
Edmonton - 100,000 - 499,999
Red Deer, Medicine Hat, Lethbridge - 30,000 - 99,999
Grande Prairie, St. Albert, Camrose - 10,000 - 29,999
Drumheller, Lloydminster, Wetaskiwin - 5,000 - 9,999

13. *The length of time* you have lived in your *present community:*

_____ yrs.

Sport Specific Information

14. *The Sport* with which you are associated as a member of its provincial executive:

_____

15. *The position* you currently hold in your provincial executive.

President ..... _____ (1)
Vice-President ..... _____ (2)
Secretary ..... _____ (3)
Treasurer ..... _____ (4)
Secretary/Treasurer ..... _____ (5)
Other (Please Explain) _____
_____
_____ (6)

16. *How long* have you been involved in any capacity (i.e. ~~player, coach,~~ official, etc.) in *this sport* at any level (i.e. local, provincial, national)?

_____ yrs.

17. *How long* have you been involved *in any capacity* (i.e. player, coach, official, etc.) with your *provincial sport association?*

_____ yrs.

18. *How long* did you spend *in any other executive positions* with your provincial association prior to assuming your present executive position?

Dates eg. '61 - '63	Position eg.Secretary	Length of Time eg. 2 yrs

19. *How long* have you been in your *current executive position* with your *provincial sports association?*

_____ yrs.

20. Please indicate *the average number of hours/week* you devote to your sport during the different portions of the year (i.e. in season and out of season).

As an	In Season	Out of Season
Administrator	_____	_____
Coach	_____	_____
Player	_____	_____
Official (i.e. Referee, Umpire, etc.)	_____	_____
Other	_____	_____

21. Please indicate, by a check mark, all the areas of responsibility in which you were involved when you *first* acquired an *executive position* on your provincial sport association.

Player .....
Coach .....
Official .....
Manager .....
Parent or Relative of a participating athlete .....
Retired player .....
Retired coach .....
Retired official .....
Retired manager .....
Not involved but recruited by a club, an individual, or the association
Other (Please Specify)

22. *How long* have you been involved in your sport in the following capacities?

Administrator ..... _____ yrs.

Coach ..... _____ yrs.

Player ..... _____ yrs.

Official ..... _____ yrs.
(i.e. umpire, referee, etc.)

Other (Please Specify) _____

_____ yrs.

23. Please indicate, by writing *the length of time in years*, the *highest* level of involvement you have had in your sport in the following capacities.

Level of Involvement	Coach	Player	Official (i.e.) umpire, referee, etc.)	Administrator
Recreational - unstructured and unscheduled				
Local i.e. all inter-club and interschool competition at a local level				
Area - i.e. greater than local but less than Provincial				
Provincial -				
Regional -i.e. greater than Provincial but less than National				
National				
International				
Professional				

24. Please indicate, by placing a check mark in the appropriate area, your *current level* of involvement in the following capacities.

Level of Involvement	As a Coach	Player	Official (i.e. umpire, referee, etc).	Administrator
Recreational Unstructured and Unscheduled				
Local i.e. all inter-club and interschool competition at a local level				
Area -i.e. greater than local but less than Provincial				
Provincial				
Regional -i.e. greater than Provincial but less than National				
National				
International				
Professional				

25. Please indicate if any of your *immediate family*, participate or participated in any category in the sport in which you hold an executive position at the provincial level.

Member of the Family	As a player	Coach	Official	Administrator	Other (Please Specify)
Spouse					
Son(s)					
Daughter(s)					
Father					
Mother					

Involvement in Other Sport Organizations

26. Please indicate your *current level of involvement* in an *executive position* with any *other* sport or multi-sport associations.

Name of Sport	Level		
	National	Provincial	Local
1			
2			
3			
4			
5			
6			
7			

27. Please indicate the *approximate length of time you spend per week* in working with all these other sport associations.

_____ per week.

Involvement in Other Voluntary Organizations

28. Please indicate the other *non-sport related* voluntary organizations in which you are also involved, i.e. service clubs, hospital groups, etc.

Name of Voluntary Organization	Level		
	National	Provincial	Local
1			
2			
3			
4			
5			
6			
7			

29. Please indicate if you hold an *executive position* in any of these organizations.

Executive Position Held	Level		
	National	Provincial	Local
1			
2			
3			
4			
5			
6			
7			

30. On an average *how much time per week* do you devote to all these non-sport related voluntary organizations?

_____ hours per week.

THANK YOU !

APPENDIX C

EXPLANATION AND TREATMENT OF VARIABLES

EXPLANATION AND TREATMENT OF VARIABLES

Question 3 Marital Status:

In the analysis of the data the categories widowed, divorced or separated were combined.

Question 4 Education:

For comparison with provincial statistics the categories completed an undergraduate degree at a university, undertaken graduate study at a university and completed graduate study at a university were combined.

Question 7 and Question 8 Occupation and Father's Occupation:

The Blishen socioeconomic index for occupation was used to evaluate occupations. This index was used as it was designed for occupations in Canada.

Question 10 Ethnic Background:

For the analysis of the data all categories except British Isles, French, German and Ukranian were combined.

Question 11 Religious Affiliation:

For the analysis of the data all categories except Anglican, Lutheran, Presbyterian, Roman Catholic, United Church and No Religion were combined.

Question 13 Length of Residence in Present Community:

For the analysis of the data responses were grouped into 3 year intervals: 0-3 years, 4-6 years, etc.

Question 15 Position:

On the basis of the responses received the following categories were used in the analysis of the data: President, Vice-President, Secretary, Treasurer, Secretary-Treasurer, Past President, Coaching Related Positions, Officiating Related Positions and Others.

Question 16 Number of Years Involved in Sport:

For the analysis of the data responses were grouped into 3 year intervals: 0-3 years, 4-6 years, etc.

Question 17 Number of Years Involved in Provincial Association:

For the analysis of the data responses were grouped into 3 year intervals: 0-3 years, 4-6 years, etc.

Question 19 Number of Years Involved in Current Executive Position:

For the analysis of the data responses were grouped into 3 year intervals: 0-3 years, 4-6 years, etc.